



Public Focus. Proven Results.™

County of Allegheny, Department of Human Services

Decision Support Tools and Predictive Analytics in Human Services

April 18, 2014

Leslie Lewis-Pollard
Allegheny County
Department of Human Services
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Pittsburgh, PA 15222



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Leslie Lewis-Pollard

Allegheny County
Department of Human Services
One Smithfield Street, 5th Floor
Pittsburgh, PA 15222

Dear Ms. Lewis-Pollard:

Public Consulting Group, Inc. (PCG) is pleased to submit our response to the Request for Proposal issued by the County of Allegheny, Department of Human Services (DHS) for the project to Design and Implement Decision Support Tools and Predictive Analytics in Human Services. PCG's experience with *government human services IT systems, the full range of human service programs, and management consulting services* will provide the state with the expertise needed to support this critical initiative for the future of predictive analytics across Allegheny County human services.

PCG will comply with all work requirements and other terms and conditions as specified in the Request for Proposal. In this proposal, we have outlined our understanding of your needs, the PCG approach to this project, and described our highly qualified team in our response sections: Executive Summary, Narrative, Budget, Technical Proposal, Appendix of Resumes and Appendix of Qualifications.

PCG is a for-profit management consulting firm headquartered in Boston, Massachusetts but with an office in Harrisburg, Pennsylvania. PCG has a long history of serving Pennsylvania, including the Department of Public Welfare, and we're excited to extend our services to Allegheny County DHS through this engagement.

Please do not hesitate to contact Carole Hussey at 617-426-2026 or chussey@pcgus.com if you have any questions about this proposal.

Sincerely,

Stephen Skinner
Director

I. Executive Summary

The primary goal for the Decision Support Tools and Predictive Analysis initiative is to improve the delivery of services to the Allegheny County Department of Human Services (DHS) by using data to inform decision making. Public Consulting Group (PCG) can support the County in accomplishing this goal through our combination of nationally recognized human services program and practice expertise, sound statistical methodologies and, and the power of Oracle tools and solutions. We understand the mission of human services organizations. The tools, the processes, and the methodologies are the merely the vehicle to allow you to continue to be recognized as a national leader in program excellence.

PCG and Huron have thousands of full-time professional consulting staff with many years of experience in all aspects of skills required to support this project. We have selected a highly qualified team to lead Allegheny County on this journey. Below are biographies of our key project staff.

- **Judge James Payne**, *Subject Matter Expert*, was the former Director of the Indiana Department of Child Services (DCS) for over 7 years and former Juvenile Court Judge in Marion County, Indiana for 20 years. Judge Payne brings extensive knowledge and expertise in child welfare leadership, delinquency, case management and juvenile justice practice and policy. Under Judge Payne's leadership at DCS, Indiana developed a reputation as an innovator and leader in services and programs, resulting in nationally recognized Child and Family Services Reviews (CFSR) data.
- **Carole Hussey, PMP**, *Engagement Manager*, is a Project Management Professional and is seasoned in technology services in the public sector human services arena. Ms. Hussey has spent the last 15 years leading enterprise projects in child welfare, home and community based services, TANF, SNAP early education, early intervention services. She has specific experience in SACWIS, Medicaid, Case Management and financial management systems.
- **Stephen Goldsmith**, *Public Sector Policy Expert*, is the former Mayor of Indianapolis and Deputy Mayor of New York City. Mr. Goldsmith has unparalleled experience in translating research into practice. A Professor of the Practice of Government at Harvard's Kennedy school, Mr. Goldsmith leads the Data-Smart City Solutions effort designed to connect state and local officials with best practices in the use of data and predictive analytics.

Allegheny County provided a great starting point with questions to be considered. We will add to those by conducting an analysis of the County's data to identify trends and patterns that would help us to confirm which questions should be addressed and then moving into a discovery exploration approach that allows us to hone in on the specific issues, ask more questions, and conduct an in-depth root cause analysis.

Funding Request

Public Consulting Group is requesting funding of [REDACTED] to support this project effort. PCG believes that we combine the technical skills and program knowledge essential for a successful partnership with Allegheny County. The balance of our proposal response will clearly demonstrate not only our capabilities and requisite experience, but also the passion to help the County create solutions to develop predictive analytics and decision support capacity.

II. Narrative

Project Introduction

We know from our consulting engagements, academic research conducted by team members, and public leadership experience that the demanding work in a child welfare agency is made still more difficult by paper work inefficiencies, fragmented data, inadequate socialized learning from other professionals and lack of access to the very best decision making support. Supervisors facing significant workloads and outcome expectations are often unclear about how each of their supervisees are performing and whether they need a pat on the back, a general performance improvement plan, or some specific guidance about how to resolve certain types of cases. Agency professionals managing precious resources face huge challenges sifting through an array of indicators to determine exactly which providers are achieving excellent results in each circumstance or are proceeding without generating benefit to the agency or improving outcomes for children and families.

We know that SACWIS systems (the foundational system of KIDS) operate more as oversight systems than as systems designed to help hard pressed professionals. We believe that advances in technology, and existing federal laws, allow data mining, analysis and development of decision support tools that can be deployed broadly in an agency to dramatically improve the results for children in need of services. We believe these tools will not only help with the effective deployment of precious resources but will aid department professionals in the exercise of their discretion. The result will be greater safety, permanency and well-being for children, more equitable and effective service delivery for families, and higher productivity for public and private agencies engaged in delivering children's services.

Organization Description

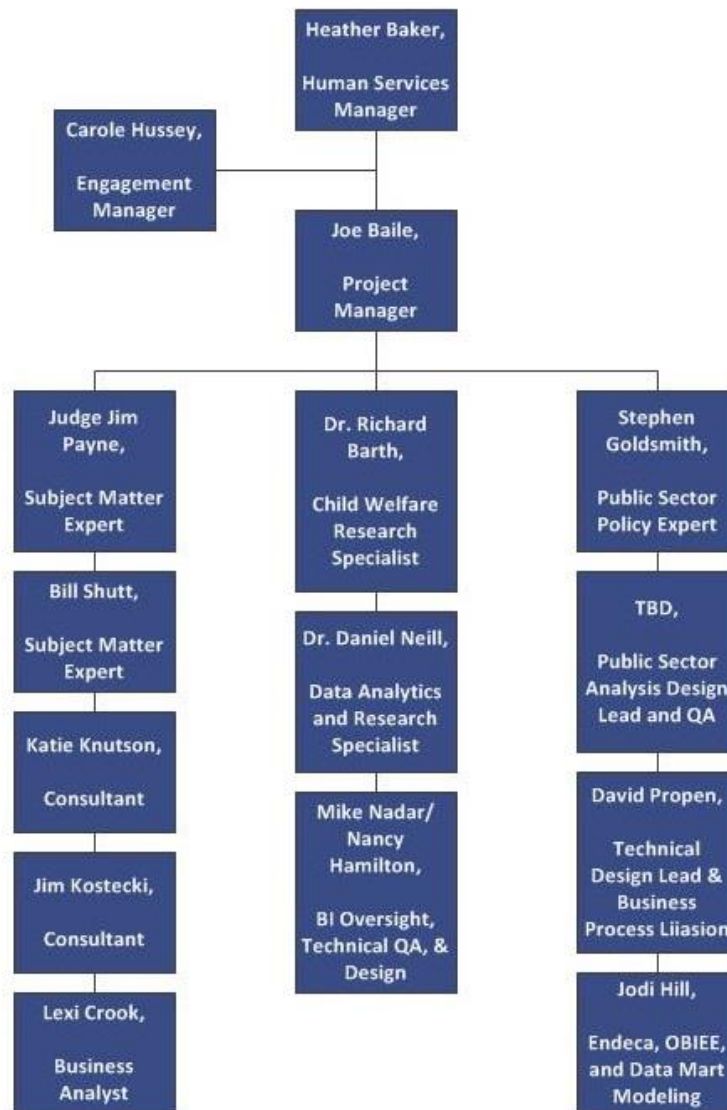
Public Consulting Group, Huron Consulting, and Marion Edward & Associates have partnered to provide a comprehensive decision support and predictive data analytics solution for Allegheny County Department of Human Services. By leveraging the strengths of these two international firms, we will provide best of breed methodology and processes for delivery of a decision support approach and tools and a predictive analytics solution. When selecting this proposal, Allegheny County will benefit from a breadth of experience and skills that cannot be obtained from any other provider. Our combined knowledge of the spectrum of human services programs, federal and Pennsylvania fiscal regulations and funding streams, and data analytics will ensure the most successful outcome for Allegheny County. Our respective areas of expertise are complimentary and we are eager to partner with DHS on this progressive and innovative project.

We understand that the request from Allegheny County will, when effectively implemented, transform the child welfare profession and thus we have assembled an extraordinary team of professional consultants and academic researchers who possess extensive, national expertise in health and human services programs and management and data analytics. Team members are qualified in the following areas:

- Specific knowledge of the Commonwealth of Pennsylvania programs across the spectrum of human services, health, and education.
- Knowledge of Allegheny County Health and Human Services programs and systems.

- Federal and state policies and regulations.
- Early intervention and education, home and community based services, and Medicaid (including waiver programs).
- Expertise in the scientific models and practices used in data analytics, business intelligence, and predictive analytics. Significantly, our team includes a Carnegie Mellon University faculty member who is an internationally recognized expert in machine learning and large-scale data analysis and has experience developing and applying innovative methods for event detection and urban predictive analytics.
- Experience with best of breed data analytics tools, particularly those in the Oracle stack.
- Thought leadership in national best practices in program evaluation, fiscal health, and outcomes improvements.
- Stringent and proven project management practices, based on industry leaders Project Management Institutes PMI®), Project Management Body of Knowledge (PMBOK®).
- Management of a child welfare agency and case management through data.
- Best in the field deployment of mobile tools to child welfare workers with a full suite of broad based and integrated data. Nationally known child welfare expertise that builds on three decades of work with administrative data, predictive modeling of longitudinal outcomes, and an exceptional grasp of efforts around the globe to improve child welfare decision making

Based on our experience guiding state and local clients through transformative system reforms similar to the one proposed by Allegheny County, PCG, Huron and Marion Edward Associates have combined forces to offer Allegheny County the most comprehensive, efficient, and robust decision support tool and predictive analytics solution. This multi-disciplined team specializes in providing practical and innovative solutions to impact front-line practice, improve programs, maximize revenue, and gain efficiencies. This team will deliver a solution that will move Allegheny County's data analytics efforts forward. The project team is structured as follows:



Public Consulting Group Overview

Public Consulting Group (PCG) is a management consulting firm that primarily serves public sector human services, education, health, and other state, county, and municipal government clients. Established in 1986 with headquarters in Boston, Massachusetts, PCG employs over 1,400 professionals in more than 40 offices across the United States, including Harrisburg, Pennsylvania, and in the United Kingdom, Canada, and Poland. Our office in Harrisburg serves projects for DPW/BIS, DPW/OCYF, DPW/OLTL, DPW/ODP, and PDE. We employ approximately forty staff in Harrisburg with even more growth anticipated over the next year. The firm has extensive experience in all 50 states, clients in five Canadian provinces, and a growing practice in the European Union.

Among PCG's state and local clients are:

- State and county departments of child welfare, public welfare, social services, mental health, substance abuse, public health, developmental disabilities, and Medicaid;

- State juvenile justice and child care agencies;
- State and privately operated hospitals and other facilities;
- County governments, multi-county entities, cities and municipalities; and
- State departments of education and school districts.

Because **PCG has dedicated itself almost exclusively to the public sector for 27 years**, the firm has developed a deep understanding of the legal and regulatory requirements and fiscal constraints that often dictate a public agency's ability to meet the needs of the populations it serves. We have helped numerous public sector organizations to maximize resources, make better management decisions using performance measurement techniques, improve business processes, improve federal and state compliance, and improve client outcomes. Many of PCG's more than 1,400 employees have extensive experience and subject matter knowledge in a range of government-related topics, from child welfare, Temporary Assistance for Needy Families (TANF), Welfare to Work (WtW), Medicaid and Medicare policy, special education, literacy and learning, and school-based health finance. PCG's current work includes projects in 49 states:



PCG has five designated practice areas which each have a proven track record of achieving desired results for clients. The firm's five practice areas include:



With a strong history of working with child welfare agencies across the country and in Allegheny County, PCG Human Services will be leading the execution of the scope of work in this RFP. PCG Human Services helps state, county, and municipal human services agencies to achieve

their performance goals in order to improve government effectiveness and better serve populations in need. The practice area's seasoned professionals offer proven solutions to help agencies design programs, services, and systems; increase program revenue; cut costs; and improve compliance with state and federal regulations. PCG Human Services is a proven national leader in management consulting services for state child welfare and juvenile justice programs as well as state Temporary Assistance for Needy Families (TANF) programs, workforce investment boards, Social Security advocacy management, early childhood programs, and state Supplemental Nutrition Assistance Programs (SNAP), with extensive experience with cost allocation practices and a deep familiarity with human services funding.

Within Human Services, PCG's Child Welfare and Youth Services Center of Excellence provides a number of consulting services, including business process mapping, evaluation and tracking of program efficacy, revenue management solutions, revenue maximization, Title IV-E waiver expertise, Cost allocation, random moment time study, rate setting, regulatory compliance, Supplemental Security Income (SSI) advocacy, and public-private provider relationship management – all of which contribute to the efficient operation of state and county agencies and their programs in order to meet the critical needs of children under their care. Our child welfare and youth services experience provides our child welfare clients with more than a group of management consultants. We understand the programs and services provided by our child welfare and youth services clients and work to align our organizational and business process recommendations with agency goals and with how agencies manage their relationships with other stakeholders.

PCG | *Health*

PCG Health helps state and municipal health agencies to respond optimally to reform initiatives, restructure service delivery systems to best respond to regulatory change, maximize program revenue, and achieve regulatory compliance. The practice area uses industry best practices to help organizations deliver quality services with constrained resources, offering expertise in strategy and finance, revenue cycle management, and payer support services. PCG Health is a recognized leader in health care reform and health benefits exchange consulting, a leading provider of revenue enhancement, rate setting and cost settlement services, and a leading provider of expense management services.

PCG | *Education*

Combining 27 years of management consulting experience with significant K-12 educational domain expertise, PCG Education offers consulting solutions that help schools, school districts, and state education agencies/ministries of education to promote student success, improve programs and processes, and optimize financial resources. Together with its state-of-the-art technology, PCG Education's consulting approach helps educators to make effective decisions by transforming data into meaningful results. Current clients include 14 state education agencies, 10 state health and human services agencies, 16 of the 25 largest urban U.S. school districts, more than 4,400 school districts and more than 47,000 schools. PCG Education has also recovered more than [REDACTED] in federal Medicaid funds for school district clients, more than any other vendor.



PCG Technology Consulting (PCG TC) offers a full spectrum of quality IT services to help government agencies at every stage of the IT life cycle. Services include IV&V and Quality Assurance, enterprise and technical architecture assessments, project management, procurement support, requirements definition, feasibility studies, application development, disaster recovery and business continuity planning, security assessments, and infrastructure support services.



PCG Public Partnerships (PPL) provides financial management services to government entities across the US, including managing payroll on behalf of people with disabilities who employ case workers in their homes under Medicaid waiver programs that are known as participant direction. PPL's seven locations serve 44 programs in 22 states and the District of Columbia. With PPL's help, more than 60,000 consumers remain at home rather than in institutions. These consumers employ roughly 68,000 workers. PPL processes more than [REDACTED] in services payments annually.

PCG Recent and Relevant Project Work

National: Most recently, PCG Human Services has been working around the country on Title IV-E Waiver activities, including in Pennsylvania. We have supported ten states in various aspects of the waiver program including:

- Project Management and oversight, including organizing stakeholder meetings to determine direction and scope of waiver projects.
- Gathering claims data and organizing a negotiating strategy for Federal waiver allocations
- Researching practice issues as part of project development/implementation, and gathering information, writing applications and once accepted, the planning documents.
- Working with the state to identify and contract with independent evaluators for the project
- Providing fiscal consulting on capped allocation and revised state claiming practices
- Monitoring of implementation and ongoing project activities, including . This involves gathering information and writing semi-annual reports to ACF.

Florida Department of Children and Families: A recent and relevant example of our involvement in a cross-program project is one that was awarded to PCG by the State of Florida's Department of Children and Families in April of 2013. PCG worked with DCF to determine the child specific data on educational progress and the processes for obtaining this information as frequently as possible. This included collaborative efforts with department staff and school district personnel to design an electronic submission and return file using common language and data elements that schools used for uniform reporting to the Florida Department of Education.

Partnering to Provide the Right Solutions: As a nationally recognized consulting firm in public sector health and human services organizations, PCG has led and participated in a number of

large scale projects that require cross-program and cross vendor collaboration. Our vendor collaborations have included many reputable companies including (but not limited to) HMS, NTT Data, Accenture, SRI International, SLI Global Solutions, and First Data. We have also worked with a number of national recognized non-profits organizations and associations including APHSA, Ford Foundation, Casey Family Programs, and BUILD initiative.

Huron Consulting Group Overview

Huron Consulting Group (NASDAQ:HURN) is a leading provider of business consulting services. The Company was founded in 2002 with about 200 people and it has grown to more than 2,500 today. Our people come from industry, academia, healthcare, and other consulting firms. The Company currently has offices in Atlanta, Boston, Dallas, Detroit, Houston, London, New York City, Portland, San Diego, Toronto, Washington, D.C., and headquarters in Chicago. We continue today to attract and retain world-class talent into our organization. Each of our managing directors has more than 10 years of experiences serving the business community, and our most experienced managing directors have been serving clients for more than 30 years.

Huron's results reflect a portfolio of service offerings focused on helping clients address complex business challenges. The Company has four operating segments as follows: Healthcare, Legal, Education and Life Sciences, and Business Advisory, representing 50%, 25%, 21% and 4% of full year 2013 total revenues, respectively.

Our clients include some of the most widely recognized Fortune 500 companies, financial institutions, healthcare organizations, government agencies, major universities, academic medical centers, and premier law firms. Huron has worked with more than 425 health systems, hospitals, and academic medical centers; more than 400 corporate general counsel; and more than 350 universities and research institutions. Huron's professionals utilize our deep financial, analytical, and problem-solving skills to provide a full-range of professional services. We are an academically diverse group of professionals that possess financial, transactional, investigative, quantitative, and facilitative skills. Our projects range from technical collaboration to comprehensive investigations to independent opinions.

Huron Consulting Group Inc. is the parent company of Huron Consulting Services LLC, the operating company offering services related to this engagement. Huron Consulting Services LLC, who is responding to this RFP, is 100% owned by Huron Consulting Group, Inc. whose ownership information, is available in our SEC filings, including our original prospectus for the public offering.

Huron's public sector practice assists governments and public agencies by increasing operational efficiency or maximizing existing assets. A strategic approach for government transformation is essential for public service organizations to leverage their ability to deliver more efficient, flexible and high-quality services. Huron Public Sector recognizes that public entities are currently operating in an environment that shows:

- Increasing demands for public services;
- Shrinking funding from federal and state levels of government;

- Retiree commitments, health care costs, and unfunded infrastructure demands that are likely to continue grow indefinitely; and
- Limited opportunities for new revenues.

With industry-leading experience assisting higher education, life sciences, and healthcare clients with operational areas like procurement, human resources, information technology, and finance, we help clients mitigate risk and optimize performance.

The Huron Difference

Experience: The depth and breadth of our experience working in higher education gives us an understanding of our clients' culture, challenges, and expectations. We honor the values of each institution. We listen and understand the necessity of fully engaging critical stakeholders to achieve success.

Collaboration: We value and foster a collaborative working environment as the path to success. We partner with institutions and bring a work culture that is respectful, inclusive, and open to all perspectives. Through partnership, we embrace joint ownership of challenges, solutions, and successes, recognizing that the best results are derived from team efforts.

Focus: We understand the complexities of universities, colleges, research institutions, and academic medical centers. As a result, we are able to focus on the challenges and solutions that are most critical and will provide the highest return on investment. Our solutions deliver results quickly and positively impact our clients' ability to meet their responsibilities in key areas of their missions.

Results: Huron commits to and delivers measureable results for each of our clients. We hold ourselves to the highest standards of professionalism in order to meet the high expectations that are set for us – by our clients and ourselves.

Marion Edwards Overview

PCG is also sub-contracting for services with Marion Edward & Associates, Inc a Pennsylvania Minority Owned Business Enterprise (MBE). Marion Edward Associates, Inc is a staff augmentation firm specializing in Revenue Services, Government Services, Information Technology and staffing Solutions. Marion Edward's founding principles are service, discipline, expertise and flexibility. These fundamentals are designed to achieve and ensure customer satisfaction. Partnership approach with clients to facilitate achievement of their goals and vision. Provide "best in class" outsourcing of Customer Relationship Management processes Facilitate clients achieving the next level of growth through customer acquisition, product fulfillment, and customer service by enabling clients to focus resources on core expertise. We have worked extensively with Marion Edward & Associates in Pennsylvania on projects with various programs within the Department of Public Welfare. Marion Edwards will provide research subject matter experts to supplement our consulting teams.

Key Team Members

Among others the combined team includes the following highly seasoned professionals who have been identified as key personnel in providing essential expertise specific to large scale technology, data analysis and child welfare research projects.

Honorable James W. Payne, is a graduate of DePauw University and the Indiana University Law School. He was the Director of the Department of Child Services (DCS) for the State of Indiana for over 7 years. During that time Indiana doubled its field workforce, implemented a training academy and a year round training curriculum, put in place a uniform practice model, began managing to data and metrics, drastically reduced out of home care with specific improvement in lower residential care and built a state of the art child welfare case management system (MaGIK), and a child welfare leadership academy. As Director of DCS he was a member of APHSA and NAPCWA assuming leadership roles in both groups. During his tenure, Indiana developed a reputation as an innovator and leader in services and programs resulting in nationally recognized CFSR data.

Before that he was the Juvenile Court Judge in Marion County, Indiana for the 20 years. During that tenure he was responsible for the development of a nationally recognized detention center, case management software for juvenile Courts (QUEST), and many award winning programs. He obtained funding to start the New Directions Academy, a school operated by the court on behalf of schools in Indianapolis for students who have not been successful in traditional academic settings. He served as the Lead Judge for the Indianapolis Model Court, under the Victims Act Model Courts Project of the Permanency Planning for Children Department of the National Council of Juvenile and Family Court Judges (NCJFCJ). He was the President Elect of the NCJFCJ before leaving the Juvenile Court bench to become the Director of DCS, the state agency responsible for the child protection and the child support systems.

Carole Hussey, PMP, a Senior Consultant for the Human Services practice, will serve as the Project Director for the Allegheny County project. She joined PCG in January of 2010. Ms. Hussey leads project teams in the delivery of technology consulting solutions for Health and Human Services projects ensuring that they are delivered on time, within budget, and meeting the defined client expectations. Carole is currently supporting a project in Massachusetts for the Department of Transitional Assistance to perform business process re-engineering in advance of an electronic document management system project. She also serves as the IT Director on a project for the Pennsylvania Department of Public Welfare in Harrisburg, PA. This project provides IT Planning and Consultation services including business strategy and planning, business requirements, business process re-engineering, user acceptance testing, reporting, data analytics, and help desk support services in support of their PELICAN (provider management system) and HCSIS (home and community based services, waiver case management system). She has also worked on projects for many other states including random moment time studies, case management systems, cost allocation planning, cost reporting, and workforce management.

Prior to her work at PCG Carole was an Enterprise Project Manager for the Commonwealth of Pennsylvania's Office of Administration, Office for Information Technology. She provided senior project management services to the Department of Public Welfare's, Bureau of Information Systems, leading projects in support of the state's Office of Children Youth and

Families. These projects included the SACWIS Feasibility Study project, and IT delivery management for the AFCARS, NCANDS, IV-E, and Hotline systems for PA. She also worked as an IT Consultant for many years in Adoption, Child Welfare and Financial Services. Her projects covered various technologies including web-based applications, document management systems, fiscal reporting and claiming systems, and case management systems.

Ms. Hussey received a Bachelor of Science from Duquesne University, an Associate of Science from Hagerstown Community College, and holds a Project Management Professional (PMP) certification from the Project Management Institute (PMI).

Joe Baile, PMP, will serve as the Project Manager for this project. Mr. Baile has twenty years of experience in project management, knowledge management, strategy consulting, information science, business process engineering and training.

Mr. Baile has worked with public sector, Global 2000 and “dot-com” clients and has carried out this work for the financial services, pharmaceutical, healthcare, publishing, telecommunications and manufacturing industries as well as public sector organizations. Public sector work includes project management for: DC Medicaid Administration Services Organization; Pennsylvania SACWIS feasibility Assessment; DC Juvenile Case Management System; Tennessee Statewide Student Information System; Illinois, North Carolina, Michigan and Florida Medicare Part D Billing; Louisiana Medicaid Claiming.

Prior to his current position, Mr. Baile oversaw the LeadingSide practice that developed strategies for, designed, and created enterprise knowledge management solutions. The solutions are supporting business processes at major organizations, such as: Pfizer; Lockheed Martin; MediaOne; and the US Navy. In addition to knowledge management, Mr. Baile has designed and developed information retrieval solutions, such as a digital library at Pillsbury and an archive catalog for the assets transferred from ARCO to BP Amoco. Mr. Baile’s strategy work has included business modeling and process redesign to support state and local government, education and e-Commerce initiatives.

Stephen Goldsmith, the former Mayor of Indianapolis and Deputy Mayor of New York City, leads the effort for Huron’s public sector practice, building on our reputation of helping our clients through their most complex challenges. For more than 20 years, Steve and his team has found ways to enhance the financial performance of public and non-profit assets and processes in ways aligned to the institution’s mission, while accommodating stakeholders and engaging them in the process.

Mr. Goldsmith has unparalleled experience in translating research into practice. As Professor of the Practice of Government at Harvard’s Kennedy School, Goldsmith has for more than a decade conducted executive sessions for judges, mayors, prosecutors, and other government leaders on how to utilize empirical research in their day to day responsibilities. He has been active in the areas of social impact bond and social innovation funds as one method to produce such results and now leads the Data-Smart City Solutions effort at Harvard designed to connect state and local officials with best practices in the use of data and predictive analytics.

Daniel Neill from Carnegie Mellon University will serve as our subject matter expert in machine learning, pattern detection, and large scale data analysis. He is the Dean's Career Development Professor and Associate Professor of Information Systems at CMU's Heinz College, where he directs the Event and Pattern Detection Laboratory. [He also has faculty appointments in the Machine Learning Department and Robotics Institute at CMU and the University of Pittsburgh's Department of Biomedical Informatics.] Funded by the National Science Foundation, MacArthur Foundation, Bloomberg Philanthropies, and University of Pittsburgh Medical Center, Prof. Neill's work focuses on the development and application of novel methods for detecting emerging events and other patterns in massive, complex datasets. He is particularly interested in the development of methods which can benefit public health, safety, and security, and has worked extensively with the city leadership of Chicago (and more recently, the new mayoral administration in Pittsburgh), state and local public health, and law enforcement agencies to deploy his novel methods in practice for the public good. For example, his CrimeScan software has been used on a day-to-day basis by the Chicago Police Department to predict geographic hot-spots of violent crime and to reduce crime through targeted patrols, and his CityScan software is now being used by Chicago's Department of Streets and Sanitation to predict and prevent rat infestations. Prof. Neill is the author of over 70 publications and over 40 invited talks; he is the recipient of a National Science Foundation CAREER Award and NSF Graduate Research Fellowship, and was recently named one of the "top ten artificial intelligence researchers to watch" by *IEEE Intelligent Systems*. [He has lived in Allegheny County since 2002, completing his M.S. and Ph.D. in Computer Science from CMU and then joining the CMU Heinz College faculty, and is very excited to work with the County on any projects with potential to improve county services and citizens' quality of life.]

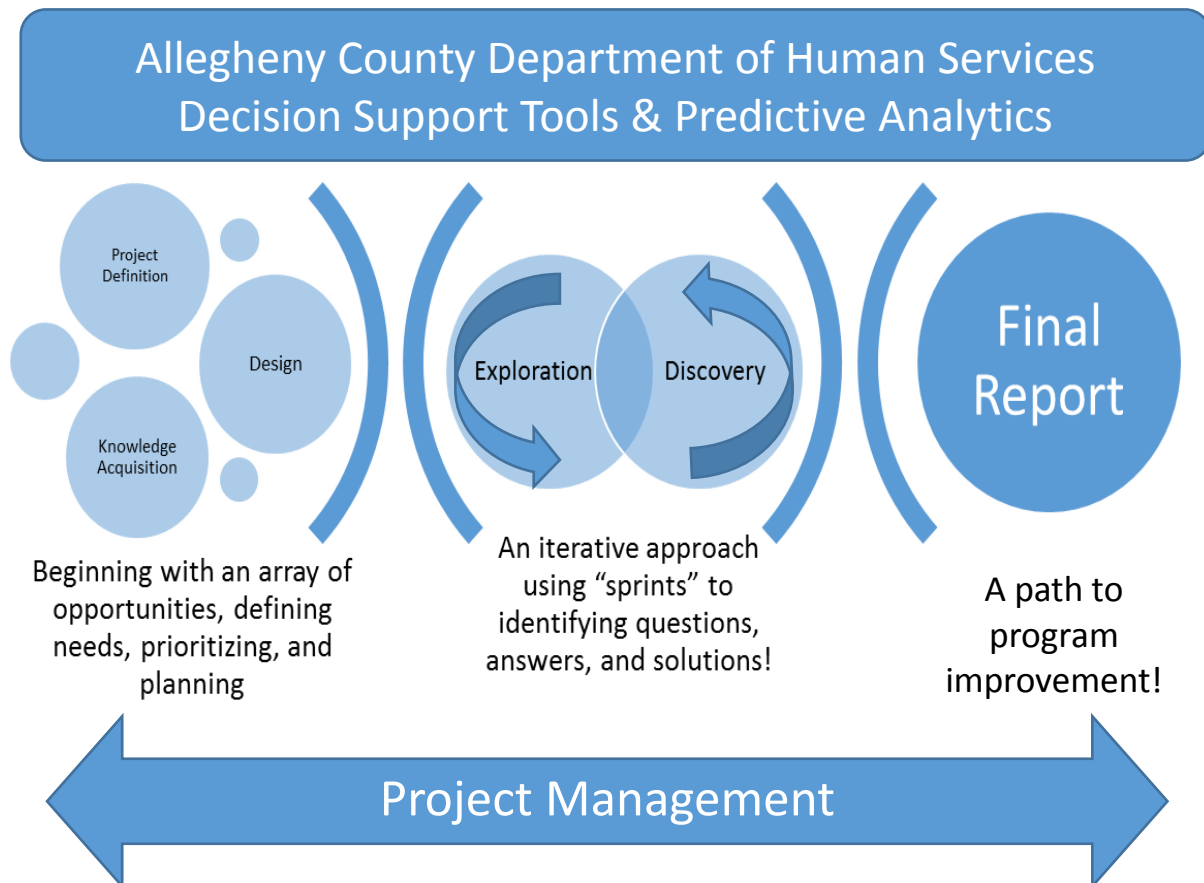
Richard P. Barth is Dean, School of Social Work, University of Maryland. He has served as the Frank A. Daniels Distinguished Professor at the School of Social Work at the University of North Carolina at Chapel Hill (1998-2006). He was previously the Hutto Patterson Professor, School of Social Welfare, University of California at Berkeley (1992-1998). His AB, MSW, and PHD are from Brown University and UC Berkeley, respectively.

He has also authored more than 170 book chapters and articles. His research articles have been cited more than 1000 times, among the highest citation rates in social work. He was the 1986 winner of the Frank Breul Prize for Excellence in Child Welfare Scholarship from the University of Chicago; a Fulbright Scholar in 1990 and 2006; the 1998 recipient of the Presidential Award for Excellence in Research from the National Association of Social Workers; the 2005 winner of the Flynn Prize for Research; and the 2007 winner of the Peter Forsythe Award for Child Welfare Leadership from the American Public Human Services Association.

He has directed more than 40 studies and, most recently, served as Co-Principal Investigator of the National Survey of Child and Adolescent Well-Being, the first national study of child welfare services in the US. He has served as a lecturer and consultant to the Swedish Board of Health and Social Services; the U.S. Children's Bureau; the states of California, Washington, North Carolina, Connecticut, and Minnesota; and many universities. He has testified before Congressional and state government sub-committees.

Project Description

The PCG Team has developed an expedited, yet methodological approach as a response to the Allegheny County RFP. By integrating our proven approaches and skilled resources, we will be able to help Allegheny County achieve some quick wins, while establishing a repeatable approach to long-term, operational use of decision support tools and predictive analytics. Our approach will include a phased project approach that applies industry standard processes and frameworks to our inherent subject matter expertise in human services programs and data analytics. The following graphic represents the project life cycle for the Allegheny County project:



To meet the requirements of the Allegheny County DHS, the PCG Team will provide the following:

- **Knowledge Acquisition** – This is the initial phase of work where we are gaining knowledge of your organizational structure, resources, early assessments of infrastructure, reviewing documentation and conduct self-directing learning and research.

- **Project Management** – The key to meeting deadlines and achieving project goals is a sound project management methodology and structured processes and procedures.
- **Project Definition** – Through facilitated sessions and collaboration, we will seek to define project goals and needs to begin to refine the prospective scope of work and solidify the questions to be answered. We will engage in an interactive dialogue with Allegheny County to learn what you believe to be the most promising opportunities for increasing efficiencies and for improving decisions. This is just the beginning of a frequent and engaged collaboration with you. In this phase we will also perform exploratory activities such as an inventory and analysis of your data sources and data definitions related to the questions to be answered.
- **Design** – In this phase of the project, based on the needs defined in the Project Definition phase, we will develop scenarios that will be used in the Discovery & Exploration phase. We will confirm the data needs based on the scenarios, and identify data sets, load methods, and report and other output formats.
- **Discovery & Exploration** – In this phase of the project, we will run the various scenarios in our Oracle analysis tool, Endeca, to identify trends and patterns. As these trends and patterns may raise more questions, we will discuss the results and next steps with you, and so continue to dig into your data.
- **Final Report** – The final report will provide Allegheny County with the results of the Discovery & Exploration phase. At the end of this project Allegheny County will have:
 - Key target areas for change, intervention options, and responses;
 - Recommendations for future areas of focus relative to decision support tools and predictive analytics.
 - Methodology and processes that will allow you to integrate predictive analytics into your ongoing operations.

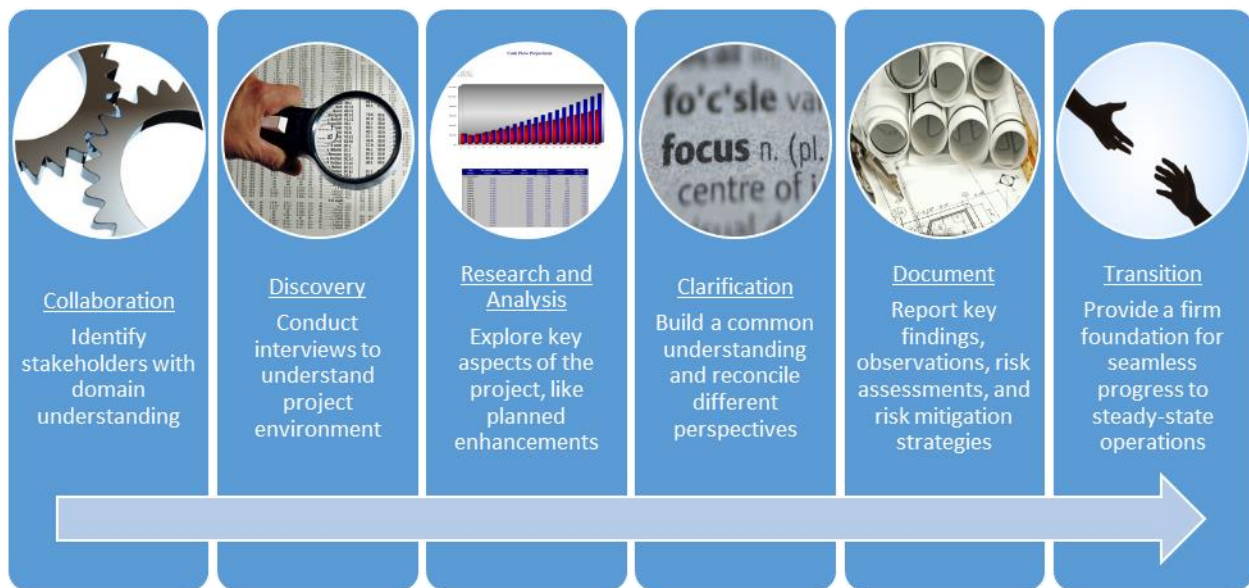
Phase: Knowledge Acquisition

PCG recognizes that knowledge acquisition is a critical phase of the project not just in terms of ramping up, but also for future success. For the last several years, Allegheny County has been working on data analytics and business intelligence initiatives with various vendors. While there may be documentation and work products related to those efforts, PCG appreciates the value of institutional knowledge in understanding the history of those efforts, lessons learned, current and future risks, political will, stakeholder perspectives, and a deep understanding of all aspects of the data systems that support your human service programs. Recognizing the importance of that institutional knowledge is not a concession that efforts are impossible, but that any vendor embarking on a new initiative must arrive on day one of the project focused on knowledge acquisition and with a good plan.

Our learning curve will be lessened because our team will be able to draw on the knowledge and experience of our current Pennsylvania-based child welfare team. PCG has been visiting Allegheny County at least twice a year since 2009 to review case records and financial data as part of a Title IV-E financial review. Our Title IV-E project team has gained a deep

understanding of your child welfare service delivery system and the project team for this scope of work will spend time with our existing Western Pennsylvania based staff to leverage what we already know about your agency, case management practice and services.

PCG will work collaboratively with Allegheny County to finalize a detailed work plan during the first weeks of the project. PCG understands that a successful transition and knowledge acquisition process will be essential to an expedited launch of this project and seamless transition to the delivery of the proposed data analytics services. This is why we have a comprehensive six-stage approach to knowledge acquisition phase, illustrated below.



Phase: Project Management

Our proposed project management methodology is directed to the accomplishment of four fundamental objectives that must be clearly and thoroughly vetted before any attempt is made to define a comprehensive program for administering project planning and control methods and procedures.

These four objectives are as follows:

- **Effective Communications** - Timely and accurate communication of issues and progress to all project participants throughout the duration of the project.
- **Dynamic Project Management** - Estimating, planning, organizing, and managing the work to ensure that quality work products are delivered on schedule and within budget.
- **Proactive Quality Management** – Well defined processes for evaluating progress, work products, and work processes to deliver quality end products that meet business objectives, client expectations and project requirements.

- **Comprehensive Risk Management** – Well defined processes for anticipating, assessing and mitigating project risk areas. The proven practices developed by our staff over years of successfully conducting similar projects enable us to expect and incorporate procedures to avoid or minimize areas of risk.

The overall project management methodology is structured to meet these four objectives, as illustrated below:

Objectives	Techniques	Tools
1. Effective Communication	<ul style="list-style-type: none"> • Communication and management reporting 	<ul style="list-style-type: none"> • Standardized report formats • Communication plan with appropriate contact points and escalation procedures • Weekly Status Reports • Document tracking system for procedures and reports
2. Dynamic Project Management	<ul style="list-style-type: none"> • Planning and organizing work • Estimating and administering the work effort for the project • Managing project resources • Establishing and formalizing Change Control 	<ul style="list-style-type: none"> • MS Project to manage tasks, activities, dependencies, and schedule • MS Office software to support email and the development of deliverables and presentations • Resource allocation and scheduling plan and procedures • Change Control procedures and approval process
3. Proactive Quality Management	<ul style="list-style-type: none"> • Establishing standards and approved conventions for QA/QC • Issue Identification • Scope/Change Control Management 	<ul style="list-style-type: none"> • Quality Checklist and Templates • Scheduled Quality Assurance checkpoint reviews • Quality Control work product evaluations • Issue Tracking System • Established change control, change approval and communication procedures
4. Comprehensive Risk Management	<ul style="list-style-type: none"> • Identifying and anticipating all components of risk – managerial, political, technical and financial • Developing risk evaluation and mitigation strategies from project outset • Conducting ongoing risk assessments 	<ul style="list-style-type: none"> • Best Risk Management practices • Ongoing risk monitoring (risk triggers) included in the project status reports

PCG has a proven approach and methodology to Project Management. “The Institute of Electrical and Electronics Engineers (IEEE) Standard 1490-2003 Adoption of the PMI’s Project Management Body of Knowledge (PMBOK)” defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet project requirements”. In other words, project management encompasses the standards, processes, procedures, and supporting tools necessary to plan, monitor, and execute project life cycle phases. In addition, project management goes beyond managing the daily activities of the project team. It involves monitoring and communicating the project status, ensuring the timeliness and quality of deliverables and identifying and resolving issues before the project is affected. PCG will use this Project Management approach and methodology in managing this project for Allegheny County. PCG elaborates on the PCG brand of Project Management Methodology.

SHAPING THE PROJECT

BEGINNING WITH AN ARRAY OF
OPPORTUNITIES, DEFINING
NEEDS, PRIORITIZING, AND
PLANNING!

Project Management Standards

PCG utilizes industry standards and best practices in performing its tasks, leveraging IEEE standards for assessment of systems engineering and application development, PMBOK for project management practices, and applicable industry standards from entities such as Carnegie Mellon University and its Software Engineering Institute. In order to accomplish the project’s objectives, PCG will implement our project management approach, based on industry standards and best practices that are tailored to the specific needs of the Allegheny County Department of Human Services.

The PMBOK is widely accepted as a standard for the project management profession. The PMBOK provides a framework encompassing all aspects of project management and represents generally accepted best practices. However, the entire body of knowledge associated with project management is much larger than that printed as the PMBOK guide. The guide is a great starting point for facilitating the use of a common project management language and the development of a customized methodology for any organization. It provides the underlying structure of the PCG project management approach.

Phase: Project Definition

During the initial project definition phase, our team will work with you to solidify an agreed upon scope of work to be included in the project, identify an initial list of questions to be answered, and refine the approach and timeline, as required. By defining a manageable scope of work, you are more likely to succeed and you will be well positioned to obtain results sooner. For example, the Child Welfare program and KIDS application is a very strong candidate for the project, given the nature of many of the questions that you posed as possible areas of focus. The proposed solution includes the use of Endeca, an Oracle tool that is able to bring data together from several systems and quickly correct data discrepancies. This tool would enable a “Two Generation” approach to the work, that would allow us to look at both what is happening with

the parents in a family (behavioral health, substance abuse, involvement in public assistance) and the health and well-being of the child.

There were many questions in your proposed list that would lend themselves to inclusion in this phase of work including the following:

- What's the best way to prioritize child welfare intake cases for response?
- Which in-home child welfare service plans are most likely to fail?
- What types of child and placement characteristics, in interaction with each other, are most likely to yield rapid transitions to permanency?
- Which types of child and placement characteristics, in interaction, are most likely to disrupt?
- How can we predict which child welfare reunifications fail with what result—a safe return to placement or because of re-abuse?
- In which cases has risk of future harm been sufficiently reduced to close the case?
- Which child abuse cases are at highest risk of future harm?
- What indicators from outside of child welfare—birth records or juvenile service records, for example-- might be available to help further strengthen decision making

Early in the process our clients begin to understand that technology cascades through all of the business processes. Key decision points occur throughout all levels of the enterprise and at all hierarchical levels. Defining these data points, and assessing correlations and causality will provide valuable insight from that will result in a gradual nurturing of enlightened staff at all levels of the organization. As this enlightenment occurs, the focus on the questions may shift or narrow. We will facilitate this process to come to agreement on a final list of questions, required data sets, and other information needed to proceed to the Design phase. We have scoped the hours in this project so that we can focus on 3 – 5 key questions that we will select in consultation with you.

Phase: Design

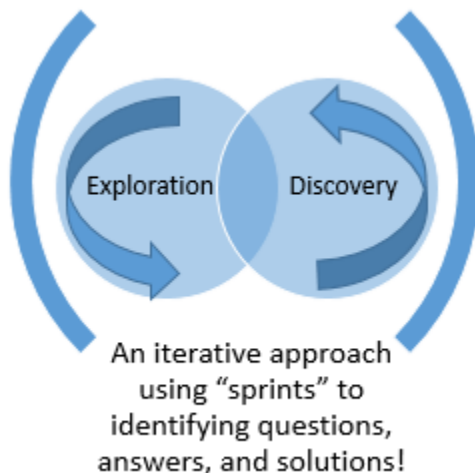
In this phase of the project, based on the needs defined in the Project Definition phase, we will develop scenarios that will be used in the Discovery & Exploration phase. We will confirm the data needs based on the scenarios, and identify data sets, load methods, and report and other output formats.

The below criteria are designed to identify which research questions (RQ) could serve as a scenarios/use case candidates for Phase I of the Allegheny County Predictive Analytics initiative.

In determining, assessing, and prioritizing the research questions that could serve as use case candidates, the PCG Team will approach this task using the research question evaluation criteria below. These research questions would be assessed via a seven-point rubric, seen below, to sort out ideas as they develop. These criteria are designed to identify which research questions (RQ) could serve as a use case candidates for Phase I (first six months) of the Allegheny County Predictive Analytics initiative.

Research Question Evaluation Criteria

Criteria	Question	Response
1. Data Readiness	<ul style="list-style-type: none"> Is data associated with this RQ available? Is it ready to be analyzed? 	<ul style="list-style-type: none"> Available/ready Partly available/ready Not available/ready
2. Policy Alignment	<ul style="list-style-type: none"> Do the County's policy goals, e.g. applicable departments, align with this RQ? 	<ul style="list-style-type: none"> Yes No
3. Operational Impact	<ul style="list-style-type: none"> To what degree of opportunity would this RQ provide for positive operational outcomes, i.e. a reduction in time and cost compared to current operations? 	<ul style="list-style-type: none"> High Medium Low
4. Resident Impact	<ul style="list-style-type: none"> As a use case, what level of opportunity would this RQ directly provide benefit to the residents of your County? 	<ul style="list-style-type: none"> High Medium Low
5. Level of Use	<ul style="list-style-type: none"> If this use case were to become a fully operational tool in your department, what level of use would it receive? 	<ul style="list-style-type: none"> Weekly Monthly Quarterly Annually
6. Potential for Replication	<ul style="list-style-type: none"> Would implementing this RQ as a use case provide a model that can be reused for other operational areas of your department, or elsewhere in the County? 	<ul style="list-style-type: none"> Yes Unsure No
7. Operational Change	<ul style="list-style-type: none"> If this use case were to become a fully operational tool in your department, how drastically would it alter current operations? 	<ul style="list-style-type: none"> Open-ended response

Phase: Discovery and Exploration

We are recommending as part of our proposal that Allegheny County leverage existing assets and investments in the Oracle platform, by utilizing Oracle's Endeca Information Discovery product. This product was recently purchased by the Commonwealth of Pennsylvania's Department of Public Welfare, which speaks to the quality and potential of the product, and gives you alignment with the state in terms of data analytic capabilities. Endeca, along with your existing Oracle infrastructure, gives the county a platform that allows for processing, storage, management, searching and analyses of both structured and unstructured (e.g. case notes) data.

The value of Endeca can be seen immediately in the data discovery process, as you can easily add additional sources as the discovery highlights the need for the inclusion of key data elements from other (often disparate) data sources. Endeca is described further below, however, one of the many unique features of Endeca is that there is no need for data mapping. There is no need to start with a lengthy data integrity review, which means you do not need to perform data correction interventions as a pre-requisite to conducting the data analytics activities of the Discovery and Exploration phase of the project. This allows us to approach the Allegheny County project in a condensed timeframe, delivering results to you much earlier than anticipated with other methods. Through this proven discovery and exploration process, you learn from the data and derive results!

In this phase of the project, we will run the various scenarios in our Oracle analysis tool, Endeca, to identify trends and patterns. As these trends and patterns may raise more questions, we will discuss the results and next steps with you, and so continue to dig into your data.

Based on our prior experience with Alleghany County and past industry and technology experience, it is recommended that Alleghany County utilize a sprint-based implementation approach to deliver the Call Analytics solution within BI. A sprint-based approach is characterized by a series of mini-projects under a larger engagement. Each sprint (ranging lasting approximately 4 weeks) ends with a “go-live” for a set of deliverables. Depending on the natures of the project, this can be a series of BI dashboards divided across mines, or a series of universal BI metrics (rolled out incrementally). Each sprint contains a planning, design, development, and deployment component. In a standard sprint deployment model, portions of the analytic solution would “go-live” each 4-6 week period. In this case, however, we are suggesting the project be broken into phases – as shown below:

- Sprint 1 - Data Model Evaluation, Prototype, and Design (4 weeks)
- Sprint 2 - Data Model Build, Secure, and Deploy (4 weeks)

The PCG Team proposal includes providing a team that will focus on designing and building a sustainable solution that can be expanded upon as analytic needs change. Additionally, for this engagement to be a success, Alleghany County will need to dedicate subject matter expertise to participate in design discussions in order to generate an optimal solution blue print / design.

Proposed Solution Architecture:

In order to enable analytics for Alleghany County we are proposing a combined architecture of Oracle Business Intelligence Enterprise Edition, a relational data mart, and Oracle Endeca. Our architecture is founded with Endeca Information Discovery and relational data mart (to take extracts from the Endeca analysis and source systems). In addition, we propose putting Oracle Business Intelligence Enterprise Edition as the larger BI delivery and consumption vehicle. Further, we are proposing Alleghany County leverage Smart View for Office for direct Excel, Word, and PowerPoint access to the following:

What is Endeca?

Endeca is a data discovery platform for exploring information from any source which supports both structured (i.e. data warehouse) and unstructured (i.e. case notes) data and empowers users to draw new insights and come to meaningful conclusions. While traditional BI tools provide

proven answers to known questions using modeled data, data discovery provides fast answers to new questions using modeled and un-modeled data. Endeca's easy-to-use interface allows users to explore and recognize new patterns and its crawling component extracts unstructured data from web site pages.

Sprint Approach

The PCG Team recommends use of a sprint-based implementation model. A sprint-based approach is characterized by a series of mini-projects under a larger engagement. Each sprint (ranging from 4-8 weeks) ends with a "go-live" for a set of deliverables and analysis. Depending on the natures of the project, this can be a series of BI dashboards divided across departments/teams, or a series of universal BI metrics (rolled out incrementally). Each sprint contains a planning, design, development, and deployment component.

An important aspect of each sprint is the use of prototyping and conference room pilots to gather direct feedback from the user community during the build process. A sprint based approach allows the project team to:

- Gain greater user acceptance by showing value quickly to key stakeholders.
- Implement more efficiently – rapid prototyping allows greater user input and more targeted requirements.
- Provide a more adaptable system by quickly adapting to changing user requirements.
- Provide early opportunities for Allegheny County to start knowledge transfer and take long-term ownership of the system, thereby reducing reliance on professional services.

Phase: Final Report

The culmination of the project will be a final report that provides the findings (answers) of the questions that were asked, and recommendations for intervention approaches for process improvements and/or practice changes. ***More importantly, however, we will also leave you with a methodology, processes, and a set of tools that will allow you to integrate predictive analytics into your ongoing operations.***

A key component of the final report will be suggestions for potential interventions that will support you in your effort to modify the current course of practices to change the results. These interventions could be program or practice changes, reporting changes, staffing change, business process re-engineering recommendations, or technology approaches and solutions. We will provide you with baseline data that can be used as an initial metric, from which you can monitor and measure the results of the interventions over time.

Another critical element of all Decision Support Tools and Predictive Analytics efforts is to firmly understand that this is not a once and done project. The final report will provide suggested



processes, future iterative modifications and governance that should be established to maintain and support a structured approach to ongoing use of data analytics in your organization. While the first phase of our project will primarily investigate questions of interest to the County that can be effectively addressed using Oracle's existing suite of tools and methods, we will also consider a larger set of questions and identify those for which a more specialized, state-of-the-art solution could be developed and could provide substantial additional benefits to the County and its citizens.

The PCG Team approach is different from other vendors in a lot of ways, but there will be two key differences when this project ends: 1.) You will have a proven and repeatable methodology that will allow you to ask more questions and expand your area of analysis; and 2.) You will begin to develop an infrastructure that reduces reliance on technology or consulting resources. Our goal with this project, is to help you establish the framework for eventually becoming as self-sufficient. You will likely see many solutions that require you to extract data, send it off somewhere, they do something with it, and send you a report. With our approach, the elements of this initiative that lend themselves to operational use, will be transferred to your team. This gives you the option and flexibility of investing in your own resources, should you choose to do so, and move toward only utilizing external vendors for new or more complex analyses efforts.

Key Assumptions

Our team has outlined below the key and general assumptions that the above sections have been based upon. In the event that any of these assumptions pose a hardship or challenge, we will be happy to work with Allegheny County to evaluate alternatives and discuss implications to the proposed solution.

- Alleghany County and / or its designee resources will have hardware, operating systems, databases, network and other infrastructure software installed and configured that meet Oracle's requirements for hardware and operating systems, patches, etc. as per Oracle's Supported Platforms Guide for Oracle Business Intelligence and Oracle Endeca.
- Alleghany County will work with respective vendors for certifying server/hardware/network capacity for respective licensed software.
- Alleghany County will identify business and technical project owners for direct liaison with the PCG Team deployment teams. These individuals may change from sprint to sprint.
- Alleghany County will provide both a development server for the PCG Team as well as laptop or desktop equipment to be used for development purposes within the Alleghany County environments.
- Alleghany County will provide databases and schemas for hosting the data mart and OBIEE caching tables
- The number of data sources used in this project will be constrained by the effort we have estimated to normalize and load these sources. We know that Pennsylvania has implemented a Master Client Index, which we could use to match data about participants in one system to another. Use of this and/or a similar index does speed the normalization process.

- PCG Team resources will have Administrator and Schema Owner level access in the development OBIEE, ETL, and Endeca servers to perform implementation. This should include both software administrative accesses as well as direct development server access. Restricted access will impact the timeline and be handled through the project change control procedures.
- Alleghany County will provide Subject Matter Experts (SMEs) to work with the PCG Team deployment team to discuss and clarify business and technical requirements. These resources are not assumed to be full-time members of the project team; rather, they are to be used on an as-needed basis. The resources may vary from sprint to sprint.
- Alleghany County will work with the PCG Team to establish templates for the deployment, including but not limited to:
 - Desired Report Specifications
 - Data Dictionary - Metrics Definitions (business nomenclature), Calculation logic (if required, including lineage), Availability of source data, Establishment of approved source system(s), Granularity/Dimensionality of source data, Establishment of metadata management system for dictionary (i.e. relational model), Report usage lineage (for impact analysis on future changes)
 - Established Standards – Formatting, Acceptable sources
- Alleghany County will provide, prior to the beginning of each sprint, acceptable performance standards for the reports and Business Intelligence related processes covered under the scope of the project. The PCG Team is only responsible for performance on systems that they design and implement. Performance of source systems feeding data into the business intelligence environment are purview of the client's existing administrative or technical team.
- Installation and configuration of the software Endeca, OBIEE, or a relational data base are not within the scope of services. Additional hours will be quoted for this work at request of the client.
- In an effort to minimize travel costs, Alleghany County will provide remote access to systems and the development environment (through VPN or other mechanism). All remote schedules for the PCG Team deployment team will be approved in advance by the client project lead.
- This solution requires the use of Oracle's Endeca product. Allegheny County will either purchase Endeca licensing through Huron (an Oracle certified reseller), or through their own Oracle account representative. The latter may yield a more attractive discount, by leveraging Commonwealth purchasing power. Allegheny County would own the licenses, allowing continued evolution of the predictive analytics upon conclusion of contracting with the PCG Team.

Project Timeline

As previously mentioned, PCG Team is proposing an expedited timeline of just over six months. A high-level project plan for the project is as follows:

Phase/Activity	Start Date	End Date
Kick-off		
Plan Kick-off	8/1/2014	8/29/2014
Conduct Kick-off	9/2/2014	9/2/2014
Knowledge Acquisition		
Collect, Review and Synthesize existing knowledge	8/1/2014	9/2/2014
Project Management		
Develop Work Plan	8/1/2014	8/29/2014
Approve Work Plan	9/9/2014	9/9/2014
Manage Work Plan	9/9/2014	2/27/2015
Project Definition		
Plan Project Definition	9/2/2014	9/16/2014
Conduct Project Definition session 1	9/15/2014	9/19/2014
Conduct Project Definition session 2	9/22/2014	9/27/2014
Identify Data Sources	9/22/2014	10/10/2014
Document Project Definition	9/22/2014	10/3/2014
Approve Project Definition	10/13/2014	10/13/2014
Design		
Profile and Assess Data Sources	10/6/2014	10/17/2014
Develop Scenarios	10/13/2014	10/31/2014
Discovery/Exploration - Round 1		
Conduct Analysis	11/3/2014	11/14/2014
Identify Trends	11/10/2014	11/28/2014
Conduct Gap Analysis	11/17/2014	12/5/2014
Document Findings	11/24/2014	12/12/2014
Review Findings	12/15/2014	12/19/2014
Discovery/Exploration - Round 2		
Conduct Analysis & Identify Trends	12/22/2014	1/9/2015
Conduct Gap Analysis	1/5/2015	1/16/2015
Document Findings	1/12/2015	1/30/2015
Review Findings	2/2/2015	2/6/2015
Final Report		
Develop Final Report	2/9/2015	2/13/2015
Walkthrough Final Report	2/16/2015	2/20/2015
Approve Final Report	2/23/2015	2/27/2015

Project Budget

PCG offers this proposal to the Allegheny County Department of Human Services for a firm fixed price of \$[REDACTED]. PCG's fixed price includes all phases of the project identified herein to complete the defined scope of services. As a full service consulting firm PCG uses and has provided competitive, market based, commercial rates. The following line items have been identified:

- Labor Costs – This total is a combination of all resources (less DBE resources) who will be required to deliver the scope of services, as defined. This includes all salaries, benefits, and administrative overhead.
- Travel Costs – This is the cost of travel for all resources who may be traveling to Allegheny County for various meetings or working sessions.
- DBE Commitment – PCG has committed to utilizing DBE resources in the delivery of this project. We will utilize Marion Edwards Associates, a Pennsylvania certified Minority Business Enterprise.

Line Item	Cost
Labor Cost	\$[REDACTED]
Travel	[REDACTED]
DBE Commitment	[REDACTED]
Total	\$[REDACTED]

NOTE: As mentioned in the "Assumptions" section herein, this solution requires the use of Endeca. Allegheny County may choose to purchase Endeca licenses through Huron, an Oracle certified reseller. The pricing for this license is not included in this cost proposal. It is estimated that the licenses would cost approximately \$[REDACTED]. This estimate (pending final approval) is not a quote from Oracle or Huron, it is an estimate that is being provided for your budgetary planning purposes.

References

Client	Commonwealth of Pennsylvania Department of Public Welfare, Office of Children, Youth and Families
Project	<i>Provide Title IV-E and Compliance Services</i>
Reference	Ms. TaWonda Jones-Williams Chief Fiscal Policy and Support Bureau of Budget and Program Support Department of Public Welfare – Health and Welfare Building 601 Forester Street Harrisburg, PA 17120 Phone: (717) 787-5199 Fax: (717) 705-0364 tjoneswill@pa.gov
Client	Florida Department of Children and Families
Project	<i>Educational Reporting for Foster Care Children</i>
Reference	Mary Cagle Director of Children’s Legal Services Department of Children and Families 401 NW 2 nd Avenue, N1007 (786) 257-5061 Mary_Cagle@dcf.state.fl.us
Client	New York City, New York
Project	<i>Operational Analytics Initiative</i>
Reference	Patti Harris CEO, Bloomberg Philanthropies Pharris@bloomberg.net (212) 205-0190

APPENDIX A
PROPOSAL AUTHENTICATION FORM

TITLE: Decision Support Tools and Predictive Analytics in Human Services

DUE DATE: APRIL 18, 2014

The undersigned hereby offers to furnish and deliver the services as specified in strict accordance with the RFP and scope of proposal, all of which are made a part of this request. This offer is not subject to withdrawal without permission of the County of Allegheny Department of Human Services Director.	
FULL LEGAL COMPANY NAME:	Public Consulting Group, Inc.
DOING BUSINESS AS:	Public Consulting Group, Inc. (PCG)
STREET ADDRESS:	2040 Linglestown Rd, Suite 201
CITY, STATE AND ZIP CODE:	Harrisburg, PA 17110
AUTHORIZED SIGNATURE:	
PRINT NAME:	Stephen Skinner
TITLE OF AUTHORIZED SIGNER:	Director
TELEPHONE #:	617.426.2026
FAX #:	617.426.4632
WEBSITE URL:	www.publicconsultinggroup.com
E-MAIL ADDRESS:	chussey@pcgus.com

Chapter 2

COMPANY INFORMATION

(This information is for tracking purposes only and has no role in the determination of the responsible proposer.)

- ☐ Check here if your firm is registered with the Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises

- ☐ Check here if your firm is a "Minority Business Enterprise" or "MBE" as defined in the Small Business Act, 15 USC

- ☐ Check here if your firm is a "Women Business Enterprise" or "WBE" as defined in the Small Business Act, 15 USC

- ☐ Check here if your firm is a "Small Business" as defined by the Small Business Administration (13 C.F.R. 121.201, in most cases, this means a business with 500 or fewer employees)

NOTE: THIS PAGE MUST BE SUBMITTED WITH YOUR PROPOSAL. ALL PAGES REQUIRES A LIVE SIGNATURE SIGNED IN BLUE INK.

APPENDIX B
ABBREVIATED APPLICATION

1. Primary Contacts

	Chief Executive	Chief Information Officer	Chief Financial Officer	Contract Processing Contact
Name	William S. Mosakowski	Edward Forth	Daniel Heaney	Carole Hussey
Email	wmosakowski@pcgus.com	eforth@pcgus.com	dheaney@pcgus.com	chussey@pcgus.com
Phone	617.426.2026	617.426.2026	617.426.2026	617.426.2026

Note: If you are an individual applying, you may identify yourself for all of the above roles.

2. I/we certify that this I/we/this organization is not currently under suspension or debarment by the Commonwealth of Pennsylvania, any other state, county or the federal government.

☒ So certified

3. Have you ever obtained or been denied a performance or fidelity bond, or has your bond ever been revoked?

☐ Yes ☒ No

If yes, explain:

4. Has an application to be an Allegheny County provider/vendor been denied in the past?

☐ Yes ☒ No

If yes, explain:

5. Have you ever filed for bankruptcy?

☐ Yes ☒ No

If yes, explain:

6. Have you paid all taxes for the past years, including but not limited to real estate tax, employer taxes, employee withheld taxes, personal income tax (if individual)?

☒ Yes ☐ No

If yes, explain: Public Consulting Group, Inc. has paid all taxes for past years.

7. Do you have the capability to do electronic billing if required?

☒ Yes ☐ No

If yes, explain: Public Consulting Group, Inc. has the capacity to do electronic billing if required.

8. Do you currently carry the insurance (see contract on DHS website) required to enter into a contract with DHS?

☒ Yes ☐ No

If yes, explain: Public Consulting Group, Inc.'s insurance meets the requirements to enter into a contract with DHS.

9. Do you/your staff have valid Pennsylvania driver licenses?

☒ Yes ☐ No

If yes, explain: All necessary staff have valid Pennsylvania driver licenses.

As an authorized signatory for Public Consulting Group, Inc. I hereby certify to the best of my knowledge and belief that the information in this proposal and application is true and accurate.

Signature:  Date: 4.16.2014

Print/Type Name: Stephen Skinner Title: Director

Form

W-9(Rev. August 2013)
Department of the Treasury
Internal Revenue Service**Request for Taxpayer
Identification Number and Certification****Give Form to the
requester. Do not
send to the IRS.**

Print or type See Specific Instructions on page 2.	Name (as shown on your income tax return) Public Consulting Group, Inc	
	Business name/disregarded entity name, if different from above	
	Check appropriate box for federal tax classification: <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ <input type="checkbox"/> Other (see instructions) ▶ _____	Exemptions (see instructions): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____
	Address (number, street, and apt. or suite no.) 148 State Street 10th Floor	Requester's name and address (optional)
	City, state, and ZIP code Boston, MA, 02109	
List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.


Social security number									
				-			-		
Employer identification number									
[REDACTED]									

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below), and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here	Signature of U.S. person ▶ 	Date ▶ 10/9/2013
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at www.irs.gov/w9. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the

withholding tax on foreign partners' share of effectively connected income, and

- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

APPENDIX D

Allegheny County

Vendor Creation Form

Controller's use only:

Supplier No. _____

1099 Eligibility: ☐ Yes ☐ No

☒ Add ☐ Change Supplier No. _____

Company Information:

Federal Tax ID (TIN)

Public Consulting Goup, Inc.

Company Name (Please type or print)

Original W-9 must be attached

Required information Type of Service Provided

- | | |
|--|-------------------------------------|
| <input checked="" type="checkbox"/> Independent Contractor | <input type="checkbox"/> Rent |
| <input type="checkbox"/> Maintenance/Service Agreement | <input type="checkbox"/> Care Giver |
| <input type="checkbox"/> Insurance | <input type="checkbox"/> Legal |
| <input type="checkbox"/> Personal Reimbursement | <input type="checkbox"/> Medical |
| <input type="checkbox"/> Other (please list) | |

Type of Commodity Provided

(please describe below)

Consulting Services

Required Information

Minority Or Women Owned

☐ Yes ☒ No

If yes select ethnicity and gender of the vendor below:

- | | |
|--------------------------|-----------------------------|
| <input type="checkbox"/> | Asian Pacific American |
| <input type="checkbox"/> | Black American |
| <input type="checkbox"/> | Hispanic American |
| <input type="checkbox"/> | Native American |
| <input type="checkbox"/> | Subcontinent Asian American |
| <input type="checkbox"/> | Non-Minority Woman |
| <input type="checkbox"/> | Other |

If Yes ☐ Male ☐ Female

Certified By: ☐ PAUCP ☐ PADGS ☐ Non PA Certification

(attach copy of certification)

Non-Profits including Faith Based Organizations

- ☐ Faith Based Non-Minority
- ☐ Faith Based Minority
- ☐ African American Non-Profit
- ☐ Other Non-Profit

Outreach Manager Interface ☐ Yes ☒ No

APPENDIX D

Industry Classification by NAICS Code

Primary Industry 541611

Secondary Industry (if applicable) _____

*If code is not known go to <http://www.census.gov/epcd/naics02/naicod02.htm> and select the correct code.

~~**Supplier Information (Search Type "P") – (Where PO should be sent to place order)**~~

~~Please type or print~~

~~Company Name _____ Telephone Number _____~~
~~Address Line 1 _____ Fax Number _____~~
~~Address Line 2 _____~~
~~Address Line 3 _____~~
~~City _____ State _____~~
~~ZIP Code _____~~

Required Information

Supplier/Remit To Information (Search Type "V") – (Where check will be mailed for payment. Check must be made payable to exact name listed under TIN provided or check cannot be processed.)

Please print or type

Supplier/Payee Name Public Consulting Group, Inc.
Address Line 1 P.O. Box 845308
Address Line 2 _____
Address Line 3 _____
City Boston State Massachusetts
ZIP Code 02284-5308
Telephone Number 617.426.2026
Fax Number 617.426.4632

*If the "remit to" information provided on form does not match invoices submitted for payment, the Controller's Office MUST contact supplier to verify address information before payments are processed. Thank you for your cooperation.

APPENDIX D

If the Allegheny County Department with which you do business is known, providing the information below will help in the processing of your payments. **Failure to include the information may result in processing delays.**

Allegheny County

Departmental Contact

Name	Leslie Lewis-Pollard
Telephone No.	412-350-5663
Fax No.	412-350-3414
EMail Address:	Lewis-pollard@alleghenycounty.us

Supplier/Payee Contact Name

Name	Carole Hussey
Telephone No.	617.426.2026
Fax No.	617.426.2632
Email Address:	chussey@pcgus.com

Appendix E***Qualifications***

Below, we have highlighted our recent, most relevant engagements for the Department of Human Services' consideration.

Client	Commonwealth of Pennsylvania – Department of Public Welfare
Project	<i>Information Technology and Support Services</i>
Timeframe	April 2012 – March 2017
Scope	<p>Public Consulting Group, Inc. (PCG) is contracted to provide information technology consulting services to the Department of Public Welfare (DPW). This large scale (\$5M+/annual budget) and long-term (5-8 year) project primarily supports two DPW large scale human services enterprise information systems, PELICAN and HCSIS.</p> <p>PELICAN supports children's programs, including Child Care Works (formerly CCMIS) for subsidized child care services (including Low Income, TANF, and General Assistance); Provider Certification for licensing and certifying compliance of child care providers; Early Learning Services for quality initiatives including PA Pre-K Counts, Keys to Quality / Keystone STARS Integration, which is Pennsylvania's program for promoting quality child care services; and, Client Self Service and Provider Search capabilities. This system contains sub-systems that interface with the Commonwealth's Master Provider Index (MPI), Master Client Index (MCI), Commonwealth of Pennsylvania Access to Social Services (COMPASS), and iCIS to enable more efficient case management and utilization of services.</p> <p>HCSIS provides data collection for state-level program management, and functions as the daily operating system for local intellectual disability Administrative Entities and service providers for the state Office of Long Term Living (OLTL), Early Intervention (OCDEL BEIS), and Office of Developmental Programs including Autism services (ODP). Major functional areas within HCSIS include: Client Management, Supports Coordination Management, Provider Management, Financial Management, Quality and Incident Management, and Reports. Along with interfacing with MCI, MPI, and iCIS, HCSIS interfaces with Pennsylvania's MMIS (PROMISe).</p>
Key Achievements	<p>PCG provides support to DPW in the following areas:</p> <ul style="list-style-type: none"> • Strategy/Business Planning <ul style="list-style-type: none"> ○ Visioning ○ Business Process Redesign (BPR) ○ Business Process Management (BPM) • Application Support Services <ul style="list-style-type: none"> ○ Application Modification/Enhancements

	<ul style="list-style-type: none"> ○ Business Requirements Document (BRD) ○ Requirements Traceability ○ User Acceptance Testing ○ Business Solutions Life Cycle • Implementation Support Services <ul style="list-style-type: none"> ○ Implementation/Field Support ○ Communications Management ○ Help Desk Services ○ Systems Reports 	
PCG Staff Contacts	Jill Reynolds Manager (617) 426-2026	Nathan Grossman Associate Manager (617) 426-2026
Client Contact	Jill Reeder Director, Enterprise Program and Portfolio Management Department of Public Welfare, Bureau of Information Systems 1110 South Hemlock Drive Harrisburg, PA 17110 (717) 772-7098 Jreeder@pa.gov	

Client	Commonwealth of Pennsylvania Department of Public Welfare, Office of Children, Youth and Families
Project	<i>Provide Title IV-E and Compliance Services</i>
Timeframe	June 2007 – Present
Scope	<p>The Department of Public Welfare, Office of Children, Youth and Families (DPW) of the Commonwealth of Pennsylvania, contracted with PCG to assist with Title IV-E quality assurance and Random Moment Time Study (RMTS) administration across the state. The focus of this engagement is to perform and monitor an array of revenue management services, including:</p> <ul style="list-style-type: none"> • Federal and State policy, procedure and regulation consultation; • Administering the RMTS; • County-wide quality assurance reviews related to Title IV-E eligibility determinations; • Assistance with training county staff and other stakeholders on Title IV-E eligibility and the RMTS; and • Federal audit preparation; • Provider rate-setting consultation; • Provider rate packet reviews; establishment of Title IV-E rates and state participation maximum rates; <p>Title IV-E Waiver Demonstration Project: Initial design, implementation, project management, and ongoing program/fiscal monitoring.</p>
Key Achievements	<p>PCG is tasked with assisting the DPW to see that all Title IV-E claiming for all 67 counties is in compliance with state and federal requirements. PCG's responsibilities include:</p> <ul style="list-style-type: none"> • Investigating changes and amendments to federal regulations; • Successful federal audit; preparation and follow-up for two consecutive primary audits; • Recommending and implementing necessary procedural revisions to eligibility and claiming procedures in order to maintain highest levels of compliance and revenue generation; • Providing ongoing quality assurance and targeted technical assistance to 67 counties; • Improving quality assurance monitoring as issues arise and federal and state policy changes occur; • Updating policy and procedures manuals to reflect the most current guidance; • Providing statewide and county specific trainings regarding Title IV-E foster care and adoption assistance eligibility procedures, administrative claiming, and random moment time study procedures; • Administering the random moment time study to 67 counties, collecting and tabulating results, and reporting 100% error-free RMTS statistics to counties for their federal claiming; and • Developed web-based process for administering and tallying RMTS, using EasyRMTS™.

	<ul style="list-style-type: none">Ongoing operation of the provider rate review unit that oversees the provider rate process, determines Title IV-E rates, reviews and approves provider cost allocation methodologies pertaining to rates, and state maximum allowable levels of funding. <p>PCG is a trusted Commonwealth partner on a variety of projects and committees related to Federal and State funding and program issues. These items include:</p> <ul style="list-style-type: none">Participating in the Commonwealth’s selection as a waiver demonstration project state. Serving in a project management capacity, PCG provides ongoing program and fiscal analysis, consultation, and work products that have exceeded all ACF deadlines for project implementation.Actively participating in the Pennsylvania State Finance Reform Workgroup. PCG is providing fiscal and implementation support for alternative state financing proposals, including block grant analysis and the preparation of legislative updates.Participation in the legislatively mandated Provider Rate Setting Methodology Task Force. PCG is playing a key role in developing a new methodology for determining a reasonable rate for providers that maintains provider sustainability and maximizes appropriate Federal revenue. This includes the development of a standardized cost report and audit procedures. PCG serves on the Task Force Steering Committee that is overseeing the execution of this process.PCG plays a key role in several ad-hoc committees’ support of the provider rate process including the cost report procedures group, state review group, and county review group.Development of a comprehensive Adoption Services review for the Commonwealth including program and rate recommendations for improving the adoption system.						
PCG Staff Contacts	<table><tr><td>Kathy Fallon Practice Area Director (617) 426-2026</td><td>Heather Baker Manager (617) 426-2026</td><td>Beth Maxcy Senior Consultant (617) 426-2026</td></tr><tr><td>William Shutt Operations Manager (717) 884-7701 wshutt@pcgus.com</td><td></td><td></td></tr></table>	Kathy Fallon Practice Area Director (617) 426-2026	Heather Baker Manager (617) 426-2026	Beth Maxcy Senior Consultant (617) 426-2026	William Shutt Operations Manager (717) 884-7701 wshutt@pcgus.com		
Kathy Fallon Practice Area Director (617) 426-2026	Heather Baker Manager (617) 426-2026	Beth Maxcy Senior Consultant (617) 426-2026					
William Shutt Operations Manager (717) 884-7701 wshutt@pcgus.com							
Client Contact	<p>Ms. TaWonda Jones-Williams Chief Fiscal Policy and Support Bureau of Budget and Program Support Department of Public Welfare – Health and Welfare Building 601 Forester Street Harrisburg, PA 17120 Phone: (717) 787-5199 Fax: (717) 705-0364 tjoneswill@pa.gov</p>						

Client	Florida Department of Children and Families		
Project	<i>Educational Reporting for Foster Care Children</i>		
Timeframe	March 2013 – June 2013		
Scope	<p>Public Consulting Group (PCG) was contracted by the Florida Department of Children and Families (DCF) to assist in establishing the exchange of educational data with local education agencies. The scope of this engagement was specifically for K-12 children in foster care.</p> <p>PCG worked with DCF to determine the child specific data on educational progress and the processes for obtaining this information as frequently as possible. This included collaborative efforts with department staff and school district personnel to design an electronic submission and return file, using common language and data elements that schools used for uniform reporting to the Florida Department of Education.</p> <p>In addition, PCG also revised the Education Module in the state's automated child welfare information system (SACWIS). This included the designing new screens to incorporate educational data elements, including child specific information to improve case management. PCG provided DCF with screen shot mock-ups and other related reference materials depicting how the application developers would program the changes.</p> <p>PCG also drafted the specifications for DCF's management reporting, developing algorithms for calculating report measures and comparison measures. These reports will be used by DCF to help make data-driven decisions and impact the development of statewide policies for the improvement of educational stability and success of children in the care and custody of the state.</p>		
Key Achievements	<p>List Key Achievements</p> <ol style="list-style-type: none"> 1. Designed Revised Screen Layouts for the State's Automated Child Welfare Information System 2. Drafted a Data Elements Listing to Guide the Exchange between the Department and Local Education Agencies 3. Established Algorithms and Specifications for Management Reporting 		
PCG Staff Contacts	Chris Connor Manager 850.329.4904	Robin O'Brien Associate Manager 202.659.2500	Richard Whipple Consultant 850.329.4915
Client Contact	<p>Mary Cagle Director of Children's Legal Services Department of Children and Families 401 NW 2nd Avenue, N1007 786.257.5061 Mary_Cagle@dcf.state.fl.us</p>		

Client	Nebraska Department of Health and Human Services		
Project	Cross System-Analysis		
Timeframe	October 2012 – December 2012		
Scope	<p>Public Consulting Group (PCG), in collaboration with the Nebraska Department of Health and Human Services (DHHS) and the Nebraska Children's Commission, performed a cross-system analysis of current prevention and intervention programs and services provided by the department for the safety, health, and well-being of children. Based on direction from the Legislative Bill 821, PCG identified state General Funds being used, in order to better utilize federal funds; resources that could be better allocated to provide more effective services to at-risk children and juveniles transitioning to home-based and school-based interventions; and also provided information which allowed the replacement of state General Funds for services to at-risk children and juveniles with federal funds.</p> <p>During this work scope, PCG performed a series of information reviews, strategic interviews with key staff and stakeholders, and testified to the Legislative committee.</p>		
Key Achievements	<p>During this work, PCG was able to accomplish the following:</p> <ol style="list-style-type: none"> 1. Series of information reviews across the Nebraska Department of Health and Human services divisions. 2. Illustrated the service gap in preventative services to children, including the ratio of \$700 million Health and Human services and \$ 9 million of preventative services. 3. Provided a network of recommendations to maximize federal funding for services to at-risk children and juveniles. 4. Testified to the Legislative committee on child welfare issues. 		
PCG Staff Contacts	Katie Bright Senior Consultant – Project Lead (312) 253-3725	Jamie Kilpatrick Senior Consultant (615) 983-5318	Richard Whipple Consultant (850) 201-7283
Client Contact	<p>Cynthia Brammeier Administrator Director for the State Unit on Aging Nebraska Department of Health and Human Services (402) 471-9224 Cynthia.Brammeier@nebraska.gov</p>		

Client	Our Kids, Inc., Florida, Community Based Care Agency		
Project	<i>Fiscal Reporting/ Cost Allocation Services</i>		
Timeframe	March 2010 – Present		
Scope	<p>The community based care (CBC) agency Our Kids Inc., which contracts with the Florida Department of Children and Families (DCF) provides child welfare services for over 2,000 children in Miami-Dade and Monroe counties. Our Kids contracted Public Consulting Group (PCG) to review the FY 2010 monthly expenditure reports for six of the full case management agencies (FCMA) they employ for the delivery of services. These reviews included tasks that ensured the FCMA's expenses for case management services, training, adoption, and foster care complied with the Florida Statutes, DCF Operating Procedures, and the OMB Circular A-122.</p> <p>In addition, PCG developed Cost Allocation Plans for each FCMA that detailed how to appropriately allocate expenses, per DCF Operating Procedures and the OMB Circular A-122. PCG provided each FCMA with a plan that included guidelines to complete the monthly expenditure report.</p>		
PCG Staff Contacts	Richard Whipple PCG, Consultant (850) 201-7283	Kay Casey PCG, Subject Matter Expert (850) 309-0631	
Client Contact	Mr. Luis Barreto Financial Manager, Our Kids Inc. 401 NW 2 nd Avenue, S-212 Miami, Florida 33128 (305) 455-6000		

Client	County of San Diego (California) Health and Human Services Agency		
Project	<i>CalWORKs Welfare-to-Work / Refugee Employment and Child Care Payment Services - Continuous Quality Improvement - Client Outcome Evaluation</i>		
Timeframe	June 2010 – Present		
Scope	<p>Public Consulting Group (PCG) was selected, through a competitive procurement, to provide CalWORKs Welfare-to-Work (WTW) / Refugee Employment Services (RES), and Stage 1 Child Care Payment Services for the County of San Diego Health and Human Services Agency (HHSA).</p> <p>This particular imitative of Continuous Quality Improvement and Client Outcome Evaluation within the project is to provide quality assurance for PCG's San Diego, California Welfare-to-Work operations through on-going data analytics and point-in-time program evaluation. Through the analysis of program data from the San Diego's CalWORKS data system, PCG analyzes over 50 caseworkers and over 15,000 records of clients enrolled in the program. The evaluation consists of a longitudinal analysis to track client success outcomes.</p> <p>In the project at large, PCG serves approximately 7,000 clients, including 1,500 refugee clients, in the east and south regions of the County. The key element of the PCG approach is to offer:</p> <ul style="list-style-type: none"> • A clear strategy for clients to gain and sustained employment and providing the supportive services to help them maintain employment and work activities. • Comprehensive client assessments to identify strengths as well as barriers to employment; • Provision of ancillary payment services, including child care and transportation; • Job readiness and/or preparedness classes; • Job search assistance; • Assistance in identifying necessary adjunct services; and • Employment advising and case management. <p>PCG works with a number of agencies in order to provide the services necessary to assist CalWORKs clients address their current employment barriers and direct them on the path toward employment.</p>		
PCG Staff Contacts	Kathy Fallon Practice Area Director (617) 426-2026	Deborah Joffe Senior Consultant (617) 426-2026	Tina Chen-Xu Business Analyst (617) 426-2026
Client Contact	Annabel Poole, Director of Special Projects County of San Diego Health and Human Services 1700 Pacific Highway San Diego, CA 92101 (619) 515-6587 Anabel.poole@sdcounty.ca.gov		

Client	New York City, New York
Project	<i>Operational Analytics Initiative</i>
Timeframe	2010 - 2011
Scope	Stephen Goldsmith initiated the major technical transformation and Big Data efforts in New York City as Deputy Mayor under Mayor Michael Bloomberg.
Key Achievements	<p>These data efforts covered various areas including structuring a city wide data analytics center, and embedding predictive analytics into several operational areas. Examples of such areas included using analytics and business process reengineering tools to reduce police overtime in arrest to arraignment, solving city service issues through analysis of 311 and related data, and assisting Deputy Mayor Linda Gibbs in a parallel effort to integrate Health and Human Service Data.</p> <p>Indeed, one such use case that illustrates the value that can be provided through the use of Big Data can be seen in a citywide operational analysis of the arrest-to-arraignment process, or the period between a suspect's arrest and appearance in criminal court for arraignment. Working with the New York City Police Department and the District Attorney's Office, overtime records and arrest records including timestamps associated with key system points were analyzed. As a result, insights were surfaced surrounding the existing approaches to arrest processing and opportunities were identified to provide the City and the NYPD the necessary tools to improve efficiency and reduce costs.</p>
Huron Contacts	Stephen Goldsmith sgoldsmith@huronconsultinggroup.com
Client Contact	Patti Harris, then Senior Deputy Mayor of NYC Now, CEO, Bloomberg Philanthropies pharris@bloomberg.net (212) 205-0190

Client	Bloomberg Philanthropy
Project	<i>Data-Smart City Solutions at Harvard University</i>
Timeframe	2001 - Present
Scope	Data-Smart City Solutions is a project to highlight local government efforts to use new technologies that connect breakthroughs in the use of big data analytics with community input to reshape the relationship between government and citizen.
Key Achievements	Stephen Goldsmith has unparalleled experience in translating research into practice. As Professor of the Practice of Government at Harvard's Kennedy School Goldsmith has for more than a decade conducted executive sessions for judges, prosecutors, and mayors on how to utilize empirical research in their day to day responsibilities. He has been active in the areas of social impact bond and social innovation funds as one method to produce such results and now leads the Data-Smart City Solutions effort at Harvard designed to connect state and local officials with best practices in the use of data and predictive analytics.
Huron Contacts	Stephen Goldsmith sgoldsmith@huronconsultinggroup.com
Client Contact	Jim Anderson Director of Government Innovation Programs, Strategic Initiatives Bloomberg Philanthropies james@bloombergfoundation.org (212) 205-0135 Alaina Harkness Program Officer, Community & Economic Development, MacArthur Foundation aharknes@macfound.org

Appendix F***Resumes***

HEATHER BAKER
Public Consulting Group, Inc.
Manager

RELEVANT PROJECT EXPERIENCE

Commonwealth of Pennsylvania
Department of Public Welfare
Title IV-E Compliance Services:

Serve as Contract Manager for statewide quality control and random moment time study administration for 67 counties. Project responsibilities include providing quality assurance and technical assistance and training to counties regarding Title IV-E maintenance and administrative claiming, providing Title IV-E compliance assistance in all aspects of Title IV-E claiming to the Office of Children and Youth Services, and administering and calculating statistical results for the statewide random moment time study of social workers. Work with the state to lead a joint public-private legislatively mandated working group tasked with redesigning the process for establishing provider payment and federal reimbursement rates for child welfare services. Provide national best practice, literature reviews, and consulting on child welfare systems and practices. Ensure that PCG meets performance measures in executing all aspects of the contract. PCG has met 100% of performance measures to date.

Commonwealths of Massachusetts and Pennsylvania

Title IV-E Waiver Application, Approval, Implementation and Monitoring:

Manage teams who worked with the states to achieve approval of and reach terms and conditions for Title IV-E waivers authorized

in federal fiscal year 2012. Manage teams working with states to develop design and implementation plans, achieve approval of plans, meet financial and evaluation requirements, and prepare states for implementation of waiver demonstration projects. Work with teams and states after implementation to monitor fidelity to the implementation plan and provide reporting to the state and to ACF. In Pennsylvania, work with counties that wish to join the waiver to achieve approval from the state and from ACF.

State of Indiana

Department of Child Services

Cost Allocation and Time and Effort Reporting Services:

Serve as Contract Manager to provide consulting and technical assistance regarding cost allocation, time studies, and rate setting services. Assist DCS by providing national expertise, best practices, literature review, and review of other state practices on a wide variety of federal revenue and agency administrative issues. Served as a partner to DCS to support the implementation of rate development changes and to provide consultation on redesigning how provider rates are evaluated. Provide overall expertise and consulting on child welfare systems and practices as directed by DCS.

States of Maine, Kentucky, and Arizona

Title IV-E Waiver Application and Approval:

Manage teams working to achieve approval of and reach terms and conditions for Title IV-E waivers under authorization granted in federal fiscal year 2014. In each project, manager of teams working with the state to

identify a waiver demonstration project, plan for implementation and work with evaluators to develop evaluation plans.

States of Rhode Island and Tennessee

Title IV-E Waiver Application, Approval, Implementation:

Manage teams who have worked with states to achieve approval and reach terms and conditions for Title IV-E waivers under authorization granted in federal fiscal year 2013. Manage teams working with states to develop design and implementation plans, achieve approval of plans, meet financial and evaluation requirements, and prepare states for implementation of waiver demonstration projects.

State of Washington

Children's Administration

Title IV-E Waiver Application:

Led project team to assist the Washington Children's Administration (CA) in the development of a Title IV-E waiver demonstration project, including engagement with multiple child welfare stakeholders around the state, financial and caseload analysis, and drafting of the waiver application.

SACWIS Feasibility Study:

Served as technical advisor to perform a feasibility analysis for attaining SACWIS compliance with current systems; identified and evaluated alternatives for achieving compliance and meeting other federal, state, and county requirements while incorporating cost/benefit and risk analyses. Reviewed project deliverables and contributed expertise with regards to Pennsylvania's child welfare service delivery system.

Commonwealth of Massachusetts

Executive Office of Health and Human Services and Executive Office of Education

Data Sharing and Integration across Agencies:

Developed a business case and strategic plan to support the client's vision of a statewide data warehouse and reporting system that would integrate data from state health, social service, economic and education agencies. Conducted interviews with key stakeholders and inventoried existing and planned data systems throughout the Commonwealth.

Commonwealth of Massachusetts

Department of Children and Families

Revenue Management Services:

Contract Manager for Revenue Management Unit which performs all revenue functions related to Titles II, IV-D, IV-E, XVI, and XIX for DCF. Provide overall management for all aspects of the project including Title IV-E eligibility, rate-setting and claiming, Title XIX Residential Rehabilitative Services rate-setting and claiming, Targeted Case Management services rate-setting and claiming, and Titles IV-D, II, and XVI collection and maintenance of children's personal needs accounts. Assist Operations Director in ensuring that PCG meets performance measures related to timely completion of Title IV-E determinations, timely submission of Title IV-E and XIX claims, and quality assurance review by the state. Forecast and track annual revenue estimates.

Connecticut, Department of Children and Families

Evaluation and Efficacy of Level II Therapeutic Group Homes:

Serve as Project Manager to assist DCF in developing evaluation tools and outcome measurements for the new therapeutic group home model. Responsibilities include managing a clinical team to develop best practice recommendations and identify key outcomes measures, as well as managing a data analysis team that will evaluate current

data collection efforts and identify new data elements and new data collection systems to collect data needed to measure outcomes identified by clinical team.

District of Columbia

Department of Children, Youth and Families

Business Practice Consulting:

Assess current revenue practices related to DCYF claiming for Title IV-E and Medicaid. Develop recommendation and implementation report for Business Services Unit which will perform all revenue functions including eligibility and claiming. Continue to revise and update report in collaboration with DCYF. Final deliverable will be a comprehensive design and implementation plan for revenue services.

OTHER EXPERIENCE

Speaker, National Human Services Finance Officers, August 2005

Delivered a comprehensive presentation on early education and child care funding, including a discussion of revenue streams including TANF, CCDF, SSBG, Medicaid, Title IV-E, Food Stamps and the Dependent Child Tax Credit.

Speaker, National Human Services Finance Officers, August 2008

Presented on Systems of Care, with a focus on funding challenges, planning efforts, data collection, and outcomes analysis. Highlighted the critical role of fiscal officers in planning a service model shift from a traditional silo model to a collaborative system of care.

Speaker, National Human Services Finance Officers, August 2013

Delivered a presentation in conjunction with the state of Indiana, Department of Child Services, on provider rate setting methodologies and the current judicial/regulatory environment.

PROFESSIONAL BACKGROUND

Commonwealth of Massachusetts

Executive Office of Administration and Finance, Fiscal Affairs Division

Senior Fiscal Policy Analyst with fiscal oversight of over \$5 billion of state spending including the Department of Education, public higher education, and local aid to cities and towns. Prepared the Governor's annual budget submission for education and local aid. Executed fiscal oversight of daily budgeting operations for the Department of Education and the Board of Higher Education.

EDUCATION

Boston College

Master of Arts

Hardin-Simmons University

Bachelor of Arts

CAROLE HUSSEY, PMP
Public Consulting Group, Inc.
IT Project Manager

RELEVANT PROJECT EXPERIENCE

Commonwealth of Pennsylvania
Department of Public Welfare
Case Management, HCSIS, IT Consulting
and Support Services:

As the IT Project Manager, responsible for providing IT planning services to the Department of Public Welfare. Services include strategic planning, business requirements elicitation, testing, training, helpdesk and post implementation support services. HCSIS is an enterprise application that supports five different program offices, including the Office of Children Youth and Families. It is used by tens of thousands of users statewide, including private providers, counties, and state staff. Recent projects include implementation of a web-based Dashboard that resulted in business process improvements through automated work flow and rules engine functions to automate service plan approvals for home and community based services. Provided project management and oversight activities including multi-vendor work plans, UAT planning and oversight, documentation, training, and communications for implementations support.

Commonwealth of Pennsylvania
Department of Public Welfare (DPW)
Automated Child Welfare Feasibility Study
and Alternatives Analysis:

As an Enterprise Project Manager working for the PA Governor's Office for Information Technology, provided project management oversight for the Child Welfare Feasibility Study and Alternatives Analysis project for the Office of Children, Youth, and Families. Project included an as-is/to-be process, gap analysis, alternatives analysis,

and federal procurement support for APD preparation. Responsibilities included typical project management duties including management of scope, schedule, budget, risks, communications, and resources.

Commonwealth of Pennsylvania
Department of Public Welfare (DPW)
Statewide Adoption Network (eVectis
Technologies):

As IT Project Manager, responsible for providing information technology planning, integration, testing, and overall technical support to PA Department of Welfare Statewide Adoption Network (SWAN). Activities included all phases of the software development lifecycle including business requirements, business process reengineering, UAT planning and oversight, and implementation support activities. Managed a team of application developers, database designer, documentation specialists, in the development and maintenance of various software applications, as well as network and desktop support staff which maintains network infrastructure, availability, and enhancements to support project team, comprised of both local and remote users.

North Carolina, Division of Child
Development and Early Education
Business Requirements for Early Child
Education Workforce Management
Solution:

As the IT Lead, led business requirements definition for a proposed workforce registry system. Included business process reengineering of existing manual process to be automated through a self-service web portal. Also included interfaces to various other state and third-party systems for data sharing and data management purposes. .

PROFESSIONAL EXPERIENCE***Public Consulting Services***

Serving as a Senior Consultant for the Human Services practice, joined PCG in January of 2010. Ms. Hussey leads consulting teams in the delivery of technology services and solutions for Health and Human Services projects ensuring that they are delivered on time, within budget, and meeting the defined client expectations. Development projects are typically a combination of custom development and consulting that incorporates best in class frameworks and tools including Microsoft .net, SQL and Oracle databases, Sharepoint portal solutions, Document Management and Workflow tools, and third party COTS products. Recent projects include the MA DTA Electronic Document Management project, PA IT Consulting Support and Services contract for the PA Department of Public Welfare, EasyRMTS™ application supporting PCG time study clients in fifteen states; Medicaid Cost Reporting System that serves nine states; the North Carolina Post Payment Services system for NC Behavioral Health and Personal Care Services.

Commonwealth of Pennsylvania, Office for Information Technology

As an Enterprise Project Manager for the Governor's Office for Information Technology, Ms. Hussey was responsible for providing project oversight and guidance to ensure that department specific projects are managed in accordance with the strategic direction of the Commonwealth. In her current assignment, Carole provided Project Management expertise to the Department of Public Welfare for a Feasibility Study and Alternatives Analysis project for the Office of Children, Youth, and Families (OCYF). The year-long study was intended to define a technology solution and a corresponding Strategic Implementation Plan for OCYF

that will serve as a roadmap for the organization for the next five years. The project followed the Commonwealth's Enterprise Project Management Methodology (EPMM) that was aligned with the Project Management Institute's Project Management Book of Knowledge (PMBOK). She also provided vendor and contract management activities.

eVectis Technologies

As IT Project Manager, responsible for providing information technology planning, integration, testing, and overall technical support to the PA Department of Welfare Statewide Adoption Network (SWAN). Managed a team of application developers, database designer, documentation specialists, in the development and maintenance of various software applications, as well as network and desktop support staff which maintains network infrastructure, availability, and enhancements to support project team, comprised of both local and remote users. Activities encompassed all phases of software development lifecycle including business requirements definition, business process reengineering, design, development, all testing phases, deployment, and implementation support.

Also responsible for a system documentation and analysis project completed for All Health, an association for health care providers in central Pennsylvania. Managed the technical team to identify a timeline and plan for delivery of services to client. Provided ongoing, ad-hoc system support services for their website and portal issues that required additional technical expertise to resolve. Led several focused project initiatives for PennDOT in support of the Commonwealth MySAP system implementation. Tasks included:

business analysis, web-based system development, process flow mapping, and the development and delivery of end-user training solutions. Managed a “combined team” of third party developers and PennDOT employees in the completion of these initiatives with a very tight timeline. Project tasks and deliverables needed to be scheduled, completed, and delivered to systems integrators completing the SAP implementation for the Commonwealth.

Provision

As a Solution Architect, Ms. Hussey served as the liaison between Provision clients, business development staff, and the technical team. She supported the development and completion of project proposals to meet client business requirements and corporate new business development targets. Developed detailed project plans with project milestones, time frames, staff requirements, and areas of risk (as well as, risk mitigation). In Account Management and Project Management for a major online student loan company, established management reporting tools and processes for project teams. Responsible for establishing and managing the change control process. Working with the Vice President of Business Development, served as client account manager and internal client advocate for projects under contract and being completed by project teams. Mentored and managed other project managers and support staff.

Citicorp Credit Card Services, Inc.

Ms. Hussey planned, directed, and promoted the realization of an Automated Testing Solution for the North American Bankcards Division by defining the strategic and tactical plans with an initial budget of \$800,000. Implemented quality control and budgetary management processes to ensure

the successful implementation and ongoing operation of the unit. Utilized SEI’s CMM for managing projects under the PMO standards define for the Bankcards Information Technology group, and participated on the CMM team for continued process improvement. Led a team of multiple business groups, vendors, and personnel. Managed installation and configuration of the infrastructure and managed staff to provide maintenance and support of the system. Managed the construction and opening of new testing lab, handled procurement and upstart of all facets of Automated Test Tools System group. Managed and implemented Domino.doc, a document management project for over 5,000 users, planned and managed the first Citibank Cards' intranet system, and served on the project team for delivery of the first Internet Credit Card Application for Citibank. Developed and delivered an Intranet training program & course curriculum for delivery to the operations managers at the Hagerstown and Sioux Falls locations.

TRAINING/CERTIFICATIONS

Project Management Institute

Project Management Professional (PMP)

EDUCATION

Duquesne University, Pittsburgh, PA

Bachelor of Science in Business Management

JOE BAILE, PMP
Public Consulting Group, Inc.
Program Manager

RELEVANT PROJECT EXPERIENCE

Client Title: *State of New York,
Department of Health*

Dates on Project: *July 2013 – current*

Project Title: *Early Intervention State
Fiscal Agent*

Title: **Project Management Office
Manager**

Managing all project management activities across teams working to implement Medicaid and Third Party Liability claiming, provider support, and business process redesign.

Client Title: *Commonwealth of
Pennsylvania, Department of Public
Welfare*

Dates on Project: *May 2012 – June 2013*

Project Title: *IT Support and Services:
PELICAN*

Title: **Project Manager**

Managing IT and business analysis team to support enhancement and maintenance of large-scale statewide enterprise IT system, PELICAN, which supports early childhood and early intervention services. The scope of services includes strategic planning, requirements collection and validation, training, user communications, and project management.

Client Title: *California San Diego County,
Health and Human Services Agency*

Dates on Project: *March 2011 – May 2012*

Project Title: *TANF Welfare-to-Work
Employment Service*

Title: **IT Project Manager**

Managing development of case management and data analysis system to support project with the County of San Diego Health and Human Services Agency (HHS) to provide

service management services for individuals in the CalWORKs and Refugee assistance programs, including providing supportive service payments such as child care and transportation services that reduce the dependence on public assistance and that prepare employable individuals to successfully transition from welfare to work and remain self-sufficient.

Client Title: *District of Columbia,
Department of Health Care Finance*

Dates on Project: *October 2010 – May 2012*

Project Title: *Administration Services
Organization*

Title: **Project Manager**

Managing construction of claiming quality control engine to verify accuracy and supporting documentation for DC Medicaid claims submitted to Fiscal Agent.

Project Description: DC needed to improve the accuracy and supporting documentation for their Medicaid claims. This project is the administrative service organization to improve and validate those goals.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison – also working with business teams to define and validate requirements.

Client Title: *Commonwealth of
Pennsylvania, Department of Public
Welfare*

Dates on Project: *September 2008 –
October 2009*

Project Title: *SACWIS Analysis and
Feasibility Study*

Title: **Project Manager**

Managed large scale contractual services project, including supervising twenty-one employees under the scope of the project as described below.

Project Description: Project recommended a solution that meets the convergence of needs

for ACF, the state agencies, and the individually autonomous counties. Project covered scope from initial information gathering through assessment and cost benefit analysis, to creating IAPD and RFPs for recommended solution.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: *District of Columbia, Department of Youth Rehabilitation Services*

Dates on Project: *March 2007 – December 2007*

Project Title: *Juvenile Case Management System*

Title: **Project Manager**

Managed large scale contractual services project, including supervising twelve employees under the scope of the project as described below.

Managed large scale contractual services project, including supervising thirteen employees under the scope of the project as described below.

Project Description: Case management system to track care and provider services provided by the District of Columbia detention and rehabilitation facilities. System is currently being implemented using the Harmony product.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: *States of Illinois, Michigan, North Carolina and Florida*

Dates on Project: *January 2006 – current*

Project Title: *Medicare Part D Claiming for Acute Care Facilities*

Title: **Project Manager**

Managed medium scale contractual services project, including supervising five

employees under the scope of the project as described below.

Project Description: PCG Medicare Part D Claiming Engine, currently managing claims for Illinois, North Carolina and Florida Acute Care Facilities. Engine has full capabilities for claims roll-up from pharmacy scripts, formatting, rejection and resubmission management and reporting.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: *State of Tennessee, Department of Education*

Dates on Project: *January 2005 – December 2007*

Project Title: *Statewide Student Information System*

Title: **Project Administrator**

Managed large scale contractual services project, including supervising twelve employees under the scope of the project as described below.

Project Description: Statewide schools information system for regular and special education.

Responsibilities: Managing the schedule, issues, changes and risk management programs. Also creating and implementing the processes for Support and Host Site practices.

Client Title: *State of Louisiana, Office of Public Health*

Dates on Project: *November 2003 – current*

Project Title: *Encounter Information and Billing System*

Title: **Project Manager**

Managed large scale contractual services project, including supervising seven employees under the scope of the project as described below.

Project Description: Clinical system to track services provided by the Louisiana walk-in

clinics, and bill Medicaid claims. System was implemented and deployed within short deadline, to ensure claiming deadlines met. Project investigated feasibility of options for collecting data through designing and developing application.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: ***Commonwealth Care Alliance, Boston, Massachusetts***

Dates on Project: ***January 2003 – December 2007***

Project Title: ***Provider and Member Information System***

Title: **Project Manager**

Managed small scale contractual services project, including supervising three employees under the scope of the project as described below.

Project Description: Provider and Member Information System for new managed care provider. System used PCG Lynx technologies, extended to use STRUTS framework for form management. Project investigated feasibility of options for systems, designing and developing Member / Provider Directory System and writing RFPs for other systems.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: ***School District of Philadelphia (SDP)***

Dates on Project: ***July 2001 – June 2002***

Project Title: ***Special Education Information System***

Title: **Assistant Project Manager and Technology Lead**

Project Description: Review and optimization of business processes for special education in the SDP, and

implementation of a special education information system to support these with automated data collection and reporting.

Responsibilities: Managing the schedule, issues, changes and risk management programs. Also coordinating business and technical teams, and working with SDP hosting team.

Client Title: ***Public Consulting Group, Inc.***

Dates on Project: ***August 2001 – June 2006***

Project Title: ***PCG Knowledge Net***

Title: **Project Manager**

Managed small scale contractual services project, including supervising three employees under the scope of the project as described below.

Project Description: Internal PCG knowledge management application, which supports our project and internal processes and is the dissemination center for information on such items as HIPAA, Compliance and project best practices.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

Client Title: ***Medicom, Boston, Massachusetts***

Dates on Project: ***August 2001 – May 2002***

Project Title: ***HIPAA Messaging Application***

Title: **Project Manager**

Managed small scale contractual services project, including supervising four employees under the scope of the project as described below.

Project Description: dot.com initiative to build a messaging system for health care organizations to take advantage of HIPAA regulations.

Responsibilities: Full project management responsibilities including risk management, scheduling and budgeting, task assignment, and client liaison.

PROFESSIONAL BACKGROUND***AirQual, Inc***

Project Manager and Lead Designer in the development of a portal for the HVAC/R industry, including research libraries, discussion forums, newsfeeds and personalized content. Project management included compiling content and negotiations with professional and federal

Knowledge Ventures, CiteRight application

Project Manager and Lead Consultant for Web service to offer citation research and plagiarism checking for college students. Work included negotiating with publishers for digital rights to their content and discussions with colleges for what constitutes plagiarism.

Mogall, Community Portal

Project Manager and Lead Consultant for dot.com initiative to build a community portal for inter-professional business relationships. Work included considerable analysis of requirements and understanding of system integration between different business environments.

Pfizer, Knowledge Management System for Rx-to-OTC Switch Steering Team

Project Manager and Lead Designer of application for Rx-to-OTC Switch Steering Team, which needed to have instant and integrated access to many sources of information, to detect trends and opportunities. The application is a team collaboration portal, with assets integrated in a Knowledge Warehouse and special search pages tailored for searching Web resources and Experts.

Lockheed Martin, Corporate Best Practices Management System

Project Manager and Lead Designer for a best practices management kiosk, with

approval and feedback workflow so that The Lockheed Martin Corporation could implement Best Practices through the various companies in the group. The Best Practices process includes review, tracking, lessons learned and expert identification. Work also included the definition of the best practices identification, approval and implementation business processes.

Pillsbury, Research Center Virtual Library

Project Manager and Lead Designer of a virtual library, with assets integrated in a Knowledge Warehouse and searched using a range of search pages tailored for various tasks, such as finding patents and experts.

MediaOne, Marketing and Research Collaboration Center

Project Manager and Lead Designer of an application for Marketing Groups within MediaOne to share information, leverage resources and avoid duplication, and to offer status and strategy information to the rest of MediaOne. Application included a team collaboration portal, with pages to appropriate Marketing project resources, dynamic lists of recent project activity suitable for viewing by Marketing, to allow cross-fertilization, and by the rest of MediaOne.

The British Library, Research and Document Delivery Portal

Project Manager, Product Manager and Lead Designer for automated systems to identify, order and receive digital content from professional journals and conference proceedings. Work included negotiations with publishers for digital rights to their content and with HM Government for changes to the British Library Act, 1972.

University of Sussex (UK), Library

Project Manager and Technical Designer of automated catalog implementation for three

library sites across the University's campuses. Work included network design, workstation management and catalog application customization.

London Underground, Library

Project Manager and Lead Designer of automated catalog implementation across seven company sites. Work included network design, workstation management, catalog application customization, library organization design.

New Delhi Radio, Library

Project Manager and Lead Designer of automated archive catalog implementation. Work included workstation management, catalog application customization, library organization design.

PROFESSIONAL QUALIFICATIONS

Project Management Institute

Project Management Professional (PMP)
PMP # 453848

EDUCATION

UK Open University

PO Box 197
Milton Keynes
MK7 6BJ
United Kingdom
Diploma in Business Studies
1994 to 1996

London Metropolitan University

31 Jewry Street
London
EC3N 2EY
Master of Information Science
1984

Manchester University

The University of Manchester

Oxford Road
Manchester
M13 9PL
Bachelor of Arts in Architecture
1976 to 1979

REFERENCES

Commonwealth of Pennsylvania Office of Children Youth and Families

Immediate supervisor's name:
Susan Stockwell
Immediate Supervisor's Title:
DPW Program Office Project Manager
Phone Number
(717) 772-6902
Fax Number: (717) 783-3956
Email Address
sstockwell@state.pa.us
Duration of Project: September 2008-
October 2009
Project Role: Project Manager
Reason for Leaving: Project Ended

District of Columbia Juvenile Case Management System

Immediate supervisor's name:
Barry Holman
Immediate Supervisor's Title:
Assistant Director
Phone Number
(202) 727-1677
Fax Number: (202) 576-8457
Email Address
barry.holman@dc.gov
Duration of Project: March 2007-December
2007
Project Role: Project Manager
Reason for Leaving: Project Ended

Louisiana Office of Public Health

Immediate supervisor's name:
Marilyn Armstrong
Immediate Supervisor's Title:
COMPASS Project Manager
Phone Number

(504) 219-4466

Fax Number: (225)342-8098

Email Address

maarmstr@dhh.la.gov

Duration of Project: November 2003- July
2008

Project Role: Project Manager

Reason for Leaving: Project Ended

JUDGE JAMES PAYNE
Subject Matter Expert
Public Consulting Group, Inc.

PROFESSIONAL EXPERIENCE

JWP Consulting Group

President (September 2012-Present):

Provide consulting services focused on organizational and systemic change; leadership; local and state government; statute and legal review; program development, networking and sustainability.

Indiana Department of Child Services

Director (January 2005-September 2012):

Appointed by Governor Mitch Daniels to completely overhaul the existing child welfare system. This was to be done by creating a new agency, doubling the caseworker and supervisor staffing, reducing caseloads to national standard in state statute and other significant organizational endeavors transforming the system and agency to a highly motivated, data driven and high functioning team. Developed entirely new practice model aimed first at prevention, first; second focusing on relative or community placement, and additionally minimizing time under state supervision. Instituted state-wide reform and restructuring resulting in a high functioning state agency that delivers high quality comprehensive, appropriate and effective services to the children and families of Indiana.

In addition to child protective services, responsible for child support collection in the state of Indiana including Title IV-D and other paternity matters as well as Divorce matters. This department provided

collection and disbursement of approximately \$1 Billion in child support every year. During this time, Indiana established its first ever Single Disbursement Unit (SDU), began paying child support to custodial parents by EBT cards leading the nation in the number receiving payment in this manner, traditionally rated as the most cost efficient child support bureau in the country, began intercepting casino winnings electronically, connected with licensing issuers like hunting and fishing licenses to collect past due child support, implemented other programs to improve performance in the federal measurements such as Percentage of Paternity and Disbursement of support payments so that Indiana moved from 47th in the country to 25th.

Accomplishments Include:

- Record low substantiated child fatalities
- Highest number of adoptions ever recorded
- Strong improvement in reunification percentages
- Permanency and Placement Stability
- 98% monthly caseworker visits
- 98.4% children receive permanency
- Drastic caseload reduction due to the hiring of hundreds of new case managers
- Implemented Practice Model/Practice Reform
- Centralized Statewide Child Abuse and Neglect Hotline
- MaGIK (new and innovative statewide case management system)
- Training Partnership with Indiana University School of Social Work
- Moved payment of \$650M of from county to state in 2009

- Implemented a 2 day conference to define and implement well-being like trauma informed care, EBP, brain development and relational syndrome
- Expanded and improved service array to ensure statewide overage of services to all parts of the state
- Twice a year, 3 day training for supervisors
- Child Welfare Leadership Academy

Marion Superior Court, Juvenile Division
Presiding Judge (January 1985-January 2005):

Elected and served four terms as Superior Court Judge. Implemented systemic change, through statute revision, merging the juvenile court system and detention center leading to efficiency in the delivery of care, treatment and rehabilitation of youth and families. Constructed new, state of the art, nationally recognized, detention facility and administration wing. Served as President Elect of the Indiana Council of Juvenile & Family Court Judges and President of the Indiana Council of Juvenile & Family Court Judges. Accomplishments Include:

- Designed and implemented JOLTS and QUEST system wide computer management programs.
- Designed Community Based Probation Units.
- New Directions – Alternative Discipline School
- Youth Center – Staff Secure facility for boys
- Responsible for Paternity cases involving child support in Title IV-D and private cases
- Introduced Home Detention & Electronic Monitoring programs

- Design and development of 16 Dispositional Alternative Programs
- Successful community /court partnerships
- Developed and administered Runaway Unit

Duvall, Bell, George & Payne

Partner (1974-1985):

Trial work in Circuit and Superior Courts in Marion County and represented the Indianapolis Police Department, the Marion County Sheriff's Department and the Indianapolis Fire Department in disciplinary matters.

Indianapolis City

Prosecutor (1981-1984)

Indianapolis City

Deputy Prosecutor (1975-1981)

Marion County, Superior County #4

Bailiff (1969-1972)

Marion County

Deputy Clerk (1969)

PROFESSIONAL ORGANIZATIONAL ASSOCIATIONS

National Council of Juvenile and Family Court Judges, Member of the Board of Trustees-12 years

Secretary, 2001-2002, Treasurer, 2002-2003, President Elect, 2003-2004

Indiana Council of Juvenile and Family Court Judges, Past President

American Correctional Association

Marion County Judges Association

Indiana Judges Association

National Criminal Justice Association

National Advisory Council on Alcohol Abuse and Alcoholism

National Organization for Victim Assistance
Institute in Faculty Excellence-Former
Board Member

Indiana Supreme Court GAL/CASA
Advisory Commission Board Member

National Truancy Prevention Association,
Member of the Board of Directors

American Public Human Services
Association- 2005-2012; Vice President,
2012National Association of Public Child
Welfare Administrators, 2005-2012; Board
and Executive Committee

Child Welfare League of America

AWARDS AND RECOGNITIONS

- 2012 Commissioner's Award,
Administration on Children, Youth, and
Families (ACYF)
- 2011 Excellence in Leadership Award,
Casey Family Programs
- 2006 Catalyst for Change Award,
Wernle Children's Home
- 2002 Roberta West Nicholson Award,
Children's Bureau of Indianapolis, Inc.
- 2001 Pauline K. Selby Award, Big
Sisters of Indiana 1996 Outstanding
Investment in the Children and
Families of Indiana, Villages of Indiana,
Inc.
- 2000 CASPER Award-Restorative
Justice Program
- 2000 Friend of the Child, Prevent Child
Abuse Indiana
- 1993 NCLC Lewis Hine Award for
Exceptional Service to Children and
Youth
- 1992 CASPER Award*, Project LIFE
Program
- 1992 Governor's Exemplary Project
Award, Project LIFE
- 1992 Governor's Exemplary Project
Award, Truancy Program

- 1991 Outstanding Advisory Board,
National Council of Juvenile and Family
Court Judges
- 1991 CASPER Award, Boy Scout Troop
#226—Juvenile Detention Center
- 1991 CASPER Award, Paint it Clean
Program
- 1990 Association of Indiana Counties,
County Achievement Award to Marion
County
- 1989 Robert J. Kinsey Award (Juvenile
Court Judge of the Year for the State of
Indiana)
- 1989 Distinguished Hoosier Award,
Governor's Office
- 1989 CASPER Award, Operation Kids
CAN Program
- 1989 Leisure Leader Award, City of
Indianapolis Department of Parks and
Recreation
- 1988 CASPER Award, Joint Program
for Youth
- 1988 Agency Award, Near East Side
Multi-Service Center
- 1987 Governor's Exemplary Project
Award, Near Peer Tutoring Program

EDUCATION

DePauw University
Bachelor of Arts

Indiana University Law School
Doctor of Jurisprudence

WILLIAM SHUTT
Subject Matter Expert
Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

Commonwealth of Pennsylvania, Department of Public Welfare **Title IV-E Compliance Services:**

Currently serve as the Operations Manager for the statewide quality assurance and random moment time study administration for 67 counties. Quality assurance is primarily maintained by a team of staff who review court documentation and county records that support Title IV-E claiming. The random moment time study project involves the distribution, collection, and analysis of case worker surveys to assist in IV-E administrative claiming. In addition, technical assistance and consultation is provided on a wide range of issues including adoption assistance, the implementation of a guardianship assistance program, and other fiscal/program activities. PCG recently assisted Pennsylvania in passing their federal IV-E audit.

Title IV-E Waiver:

Assisted the Commonwealth in successfully applying for and receiving a Title IV-E Waiver. This included managing a collaborative process of designing the waiver project and writing the application, responding to Federal questions, and developing and negotiating the base allocation for the waiver. Currently serving as the Project Manager for the Child Welfare Demonstration Project, chairing both the Executive and Program Implementation committees. Successfully led the Commonwealth in the writing and approval of the Initial Design and Implementation Report and final ACF approval of the project. Currently developing and overseeing the ongoing

program and fiscal monitoring of the project.

State Finance Reform Consulting:

Served as the chairman of the state finance reform workgroup tasked with developing proposals for the Department of Public Welfare leadership on how state funds are distributed to county children and youth agencies. Reviewed and evaluated block grant proposals and other potential financing strategies to promote service delivery goals and desired system outcomes.

Provider Rate Setting Task Force:

Currently serving on the legislatively created task force for developing a provider rate setting methodology. This appointment is based on the previous work completed on developing the Commonwealth provider rate process and years of provider budgeting/rate setting experience.

State of Indiana, Department of Child Services

Random Moment Time Study Consultation:

Served as a meeting facilitator with child placing agencies and residential provides to improve their Random Moment Time Study process by actively engaging providers in a review of their daily activities and documentation practices. This project improved provider processes, improved IV-E administrative claiming accuracy, and had a positive impact on the overall cost reporting structure in Indiana.

RELEVANT PROFESSIONAL EXPERIENCE

Administrator – Family Care for Children and Youth, Inc.

Over 16 years of executive leadership in a statewide family services agency

specializing in foster care, adoption, independent living, and in-home services to families. Provided oversight to the Information Systems unit as well as created the agency's system of outcomes measurement including data collection processes, analysis, and reporting.

Provided administrative oversight and direct work experience in the community based mental health agency operated as part of the agency continuum of services. The ***Family Behavioral Health Program*** operated a full range of mental health services including wraparound services and outpatient counseling and testing. Served as a trainer and supervisor for entry level wraparound workers and was involved in quality assurance and oversight of all aspects of clinic operations. Assisted in the development of performance metrics and outcome reports for all community mental health programs.

Child and Family Services Review Experience - Pennsylvania

Served on the Pennsylvania project team for multiple federal Child and Family Service Reviews. This included the self-assessment phase as well as participated in the actual review process. In 2008, served as the chairman for the Permanency subdivision of the successfully developed Program Improvement Plan.

Participated in the development and implementation of Pennsylvania's Quality Service Review process for child welfare.

Pennsylvania Department of Public Welfare State Data Committee

Served as the private provider representative for this committee charged with evaluating how data is collected and distributed throughout the Commonwealth as well as

developing a framework for approaching a statewide SACWIS project.

Council of Child and Family Services

Served as the chairman of a private provider established group that developed, implemented and maintained an internet based data collection system that measured child welfare outcomes related to safety, permanency, and child/family well-being.

PROGRAM DEVELOPMENT

Designed a model for providing adoption services to children in the foster care system that integrated their primary case manager with the adoption staff to decrease the amount of time to achieve adoption and improve the quality of the adoption experience for children and families. Adoption services included extensive child preparation activities and post-permanency activities.

Designed and administered the Independent Living Youth Retreat for the Pennsylvania Department of Public Welfare for over 10 years. This project also initiated the creation of the Pennsylvania Youth Advisory Board.

APPOINTMENTS

- Committee to study casework visitation practices in Pennsylvania.
- Task force that led to the creation of the Pennsylvania Child Welfare Practice Standard.
- Task force on the implementation of safety practices in child welfare.

AWARDS

Certificate of Commendation, Department of Public Welfare for excellence in participation for the Child and Family Services Review project, 2008

Commendation Award, Secretary of Public Welfare, Feather Houston, 2001 for work done on behalf of Independent Living Youth.

Bachelors Degree in Psychology –
Concentration in Business Management
Temple University,
Philadelphia, PA
MSW

ADDITIONAL TRAINING

Certified in Choice Theory/Reality Therapy

PRESENTATIONS/TRAININGS

Presented at the Daniel Memorial Foster Care conference on Independent Living.

Authored and presented multiple trainings for child welfare professional, foster parents, and leadership staff.

Presented at the 2011 National Child Welfare Evaluation Summit in Washington DC in partnership with the Georgia Department of Human Resources . The presentation, titled “Comprehensive Child Welfare Evaluation through Data Analytics”, was intended to demonstrate how administrators and evaluators of child welfare services can use data analytics and business intelligence with existing datasets such as Medicaid, AFCARS, CFSR and Child Care datasets to evaluate child wellness, identify children with more intensive case management, and recognize successful practices and performance. The presentation focused on overall lifecycle of data analytics, business intelligence tools, business processes, and implementation challenges.

EDUCATION

Bucknell University,
Lewisburg Pennsylvania

KATHERINE KNUTSON
Public Consulting Group, Inc.
Consultant

PROJECT EXPERIENCE

State of Indiana, Department of Child Services

Cost Allocation and Time and Effort Reporting Services:

November 2012 – Present

Serve as the onsite consultant assisting the project manager in ensuring work done under the contract is delivered in a timely manner and meets client expectations. Project work includes: Provider Contracted and Title IV-E Rate Setting Process Review, Title IV-E Rate Setting Process Review, Provider Financial and Rate Review, Foster Care and Enhanced Foster Care Rate Evaluation, Cost Allocation and Time and Effort Reporting Services, APD waiver application, TANF MOE consulting.

Massachusetts Department of Children and Families

Title IV-E Data Analytics:

Analyze DCF Title IV-E determination data. Provide DCF management with outputs and breakdowns of available data to determine opportunities for improvement in Title IV-E determination work and process and to ultimately increase the state's penetration rate. Utilize SPSS to create queries and regressions for repetitive quality control use.

Commonwealth of Kentucky, Department of Community Based Services

Title IV-E Waiver and Assessment:

September 2013-Present

Assist DCBS in the development of a waiver demonstration project. PCG is facilitating the Department's internal waiver workgroup. As part of this group, PCG is helping the Department identify demonstration components, interventions

and target populations. PCG will help the Department work through the fiscal analysis that will help determine the cost-benefit of each intervention and the overall cost savings/cost neutrality of the demonstration project. PCG is working with DCBS to conduct a business process review of the Title IV-E determination process. The assessment will result in recommendations and an action plan to help the Department appropriately maximize Title IV-E revenue and stay compliant with Title IV-E rules and regulations.

State of Tennessee, Department of Children's Services

Title IV-E Waiver:

June 2013- Present

Assist the State in successfully applying for and receiving a Title IV-E Waiver. This includes participating in a collaborative process of designing the waiver project and writing the application, responding to Federal questions, and developing and negotiating the base allocation for the waiver. Currently, serving as part of the implementation team to oversee the execution and ongoing monitoring of the waiver and changes needed to the state child welfare system resulting from the waiver requirements.

San Diego County TANF Welfare to Work Standard Operating Procedures:

March 2013 – November 2013

Wrote Standard Operating Procedures for San Diego County's Welfare to Work Program providing CalWORKs welfare-to-work (WTW) employment services to nearly 5,000 clients, including 1,700 refugee clients, in the east and south regions of the County. Incorporated procedures from two regional offices and a staff of 100, including 35 subcontracted case managers. Program includes providing employment case management services, job skills training,

and supportive services to enable uninterrupted participation in the program. Uses data-driven analysis to improve program efficiencies and promote better client outcomes. Works with county to ensure alignment with county's Work First goals.

Massachusetts Department of Early Education and Care

Family and Educator Needs Assessment Survey:

June 2013 – July 2013

Served as data analyst to evaluate results of needs assessment of young children from birth to age eight and the quality and availability of early childhood education programs and services for children from birth to school entry across the state. Analyzed results from a statistically valid survey with a representative sample of Massachusetts families and educators to ensure accurate representation across the state. The deliverables of the project include a survey of families, survey of educators, and a final summary report.

RELEVANT EXPERIENCE

Indiana Department of Child Services

Director of Research and Evaluation, Indiana Department of Child Services, Services and Outcomes Division:

Served as Director of Research and Evaluation in the Services and Outcomes Division for Deputy Director of Services and Outcomes. Oversaw qualitative and quantitative studies, program evaluation, child welfare outcome analyses, service delivery, pilot evaluations. Supervised staff of four professional analysts. Specific studies include: child placement outcomes analysis, Child and Adolescent Needs and

Strengths assessment outcomes, Casey Permanency Round Table outcomes, behavioral health services outcomes, quantitative analyses of service delivery. CANS certified. Experience in building and monitoring databases, extracting data for quantitative analysis. Experienced SAS user: SAS Programming I, II, III, Enterprise Guide. Experienced SPSS user.

Indiana Department of Correction

Senior Research Analyst, Indiana Department of Correction:

Served as Senior Research Analyst for the Executive Director of Research and Technology. Conducted quantitative analyses of offender case management data including demographics, sentencing, criminal attributes, institutional behavior, etc. Performed project evaluations to meet agency demands. Provided feedback as requested, including data sources, project timelines, expected outcomes, and, if necessary, project sustainability. Conducted program evaluation for nationally recognized offender program (Purposeful Living Units Serve, PLUS). Calculated recidivism rates utilizing available data for offender general population, program populations. Served as agency Prison Rape Elimination Act leader; oversaw agency training and policy regarding the PREA federal act. Served as a team leader for agency's Leadership Academy.

PUBLICATIONS

Journal of Correctional Education: *An Evaluation of the Effect of Correctional Education Programs on Post-Release Recidivism and Employment, An Empirical Study*

Corrections Compendium: A Comprehensive Study on Post-Release Employment among Released Offenders in Indiana

Justice Policy Journal: The Post-Release Employment and Recidivism among Different Types of Offenders with A Different Level of Education: A 5-Year Follow-Up Study in Indiana

Journal of Correctional Education: The Marginally Employed Offender: A Unique Phenomenon Among Released Offenders

Crime and Delinquency: The Effect of Correctional Education on Post-Release Employment and Recidivism: A 5 year Follow-up Study in the State of Indiana.

SKILLS

Chapin Hall Child Welfare Advanced Analytics Certificate
CANS Certified
SAS (Programming I, II, III, Enterprise Guide)
SPSS
Microsoft Office Excel
Microsoft Office Access

EDUCATION

Ball State University

Master of Public Administration, 2006

Ball State University

Bachelor of Arts, Criminal Justice & Criminology, Classical Languages, 2004

JAMES KOSTECKI

Consultant

Public Consulting Group, Inc.

PROJECT EXPERIENCE

Commonwealth of Pennsylvania, Department of Public Welfare Information Technology and Support Services:

Currently assisting the Commonwealth with two large-scale human services enterprise information systems, PELICAN and HCSIS. Providing support for the Office of Child Development and Early Learning (OCDEL) in a number of areas including strategy and business planning, application support services, and implementation support services. Managing the implementation, automation, and production of 15 monthly reports for 6 program offices.

Commonwealth of Pennsylvania, Office of Child Development and Early Learning System of Payment and Revenue Review:

Presently assisting the Office of Child Development and Early Learning (OCDEL) with a comprehensive review of the fiscal support for infant-toddler early intervention services. PCG is analyzing and evaluating family cost participation, along with Medicaid and Private Insurance as potential sources for additional revenue. The project consists of four phases including: 1) project planning, 2) research development, 3) research execution, and 4) presentation of the final deliverable. The goal of this project is to present OCDEL with a description of three opportunities for revenue relative to the Pennsylvania Early Intervention Program.

State of Kansas, Department of Children and Families, Rehabilitation Services Program Evaluation, Analysis and Quality Assurance:

Currently assisting managing a comprehensive program evaluation of eight vocational rehabilitation services offered by Rehabilitation Services (RS). PCG is creating, distributing, collecting, and analyzing a number of evaluation tools aimed at capturing information regarding service delivery, length of services, as well as staff composition of contracted providers. PCG is also executing a three week time study in order to quantify time spent on activities related to providing RS services, including direct client time, travel time, and time spent on administrative activities.

Commonwealth of Massachusetts, Department of Youth Services Medicaid Revenue Management & Analysis:

Currently managing day-to-day technical and operational activities related to Medicaid-allowable services pertaining to youth services. Working on optimizing Medicaid reimbursements for all youth receiving juvenile justice services. Services include treatment of youth in residential facilities as well as services through targeted case management. Develop yearly reimbursement rates by administering a two-week time study with DYS-contracted programs to determine staff utilization. Conduct site visits to determine program compliance with Medicaid Rehabilitative Option standards. Draft findings resulting from site visits into matrix summary as well as produce findings letter for both the provider and DYS.

State of New York, Department of Health, Bureau of Early Intervention Early Intervention Provider Cost Report:

Currently assisting the Bureau of Early Intervention (BEI) implement a comprehensive cost report aimed at capturing valuable provider financial information. The cost report will allow BEI

to evaluate and understand the effectiveness of the current reimbursement methodology for providers. Major responsibilities include developing a comprehensive Excel-based cost and accompanying instructions, execute trainings for providers, and providing technical assistance during the cost reporting period. The final report is intended to model the impact on potential changes to the reimbursement methodology under consideration by the Department

***Commonwealth of Massachusetts,
Department of Children and Families***

Cost Share Revenue Maximization:

Providing support to develop a strategy for state agencies to maximize reimbursement for children at Private Special Education Schools through the Medicaid Rehab Option. Lead team tasked with identifying enrollable providers and completing site visits to review case files for documentation compliance.

State of Illinois, Division of Rehabilitation Services

**Vocational Rehabilitation Secondary
Transitional Experience Program (STEP)
Rate Setting Study:**

Surveyed a sample of STEP school districts and cooperatives in order to gain a better understanding of the costs associated with STEP and then developing rate structure recommendations for the State. The comprehensive survey was developed in Excel and gathered important cost and utilization information. Provider feedback was also obtained through focus groups, site visits, and phone interviews.

Achieved a 58 percent response rate for survey submission, and conducted quality assurance reviews and worked with providers to finalize 86 percent of submitted surveys. Ultimately developed a set of rate

structure alternatives based on analysis of provider information.

State of Ohio, Rate Services Commission

Statewide Vocational Rehabilitation Fee

Schedule:

Assisted the State with developing a statewide rate for agencies providing vocational rehabilitation (VR) services. This project involved a comprehensive survey for all VR providers, site visits to VR providers, as well as gathering and analyzing best-practice standards in regards to vocational rehabilitation credentialing, fee schedule determinations, and provider management.

Developed a recommended fee schedule for the twenty-nine VR services offerings, which includes unit of service, staff credential requirements and methodology. Additionally, drafted a follow-up plan to be used after the fee schedule is implemented that included 90 days, 180 days, 270 days and one year benchmarks and presented findings at statewide stakeholder meetings.

State of Illinois, Division of Rehabilitation Services

Vocational Rehabilitation Cost Survey and Analysis:

Worked with DRS to conduct a cost survey and rate structure analysis of Vocational Rehabilitation (VR) service providers across the state. Surveyed 79 providers across multiple service types – job placement, vocational evaluation, on-the-job evaluations, and supported employment. Assisted in data collection, quality assurance review, and rate recommendation and reimbursement models to be used by DRS for FY 2012 and FY 2013. The final report consisted of national best practices, various rate recommendations for DRS to consider, and our final recommendation for reimbursement methodology.

***New York State, Department of Health
Division of Family Health Bureau of Early
Intervention***

**Evaluation and Analysis of Current and
Alternative Reimbursement Methodologies
for the NYS Early Intervention Program**

Reviewed, evaluated and analyzed the current program payment methodology. Provided data analysis of provider data, EI program costs and service utilization, and NYS fiscal reports. Assisted in developing data collection tools and methodology to evaluate proposed rate methodology. Provided support and analysis to evaluate rate methodology on an ongoing basis, including the relationship between the rates and provider costs.

***State Missouri, Department of Social
Services, Division of Youth Services
Residential Rehabilitative Services
Medicaid Rate Setting and Claiming:***

Assisted in developing Residential Rehabilitative Service rates for claiming child services. Supported in reviewing state and federal rules, regulations and plans and conduct provider time studies, staff trainings, and financial reviews.

TheraCare, Inc.

**Early Intervention and Preschool Special
Education Market Review:**

Worked with TheraCare, Inc. (TheraCare) to conduct a comprehensive review of early intervention and preschool special education markets in fort-seven states. Project was divided into two phases. *Phase 1 – National Program Review and State Ranking* – consisted of a broad analysis of early intervention and preschool special education markets and determination of states that met all minimum requirements set forth by TheraCare. *Phase 2 – Market Entry Strategy* – consisted of a strategic analysis of three states that are TheraCare's best

opportunities for market expansion and recommended tactics for entry.

PRIOR EXPERIENCE

***Massachusetts Office of the Inspector
General***

**American Recovery and Reinvestment Act
(ARRA) Analyst:**

Researched and reviewed expenditures related to federal stimulus grants received by state agencies and municipalities to identify possible fraud, waste or abuse. Included a comprehensive review of State Fiscal Stabilization Funds (SFSF) across eleven school districts. This review identified:

- IT asset management and grant management risks related to a \$280,000 stimulus grant for 497 Dell computers
- Contract risks related to special education funding
- Potential fraud/mismanagement of stimulus funds in order to pay for legal representation related to a police investigation
- Multiple risks related to poor internal controls and procedures

Additionally, issued advisories and other forms of correspondence containing advice, guidance, and case findings related to stimulus grant expenditures of state agencies and municipalities.

EDUCATION

University of Massachusetts, Amherst
Bachelor Degree in Political Science

Oxford Summer Program 2008

Focus: International Law and British Politics

LEXI CROOK
Business Analyst
Public Consulting Group, Inc.

RELEVANT PROJECT EXPERIENCE

State of Rhode Island and Providence Plantations, Department of Children, Youth and Families (DCYF)

Title IV-E Waiver:

Assisted DCYF in drafting a response to the Issue Paper received from ACF in regards to their Title IV-E waiver application. Also assisted with the Terms and Conditions negotiation, evaluation specifications, and Initial Design and Implementation Report. Conducted program, finance, evaluation, and executive workgroups to address implementation and general concerns of the waiver.

State of Arizona, Division of Children, Youth and Families (DCYF)

Title IV-E Waiver:

Assisted DCYF in drafting and submission of the Title IV-E waiver application to ACF, including interviews with key stakeholders and data analysis.

State of New York, Bureau of Early Intervention

Cost Report Expansion:

Providing technical assistance to a sample of early intervention providers participating in a cost report study.

Commonwealth of Massachusetts, Department of Children and Families

Medicaid Residential Services CQI Initiative:

Assisted with the identification and Medicaid claiming for cost share youth whose payment is shared with the local school district. Included conducting enrollment visits and Medicaid eligibility reviews of youth receiving rehabilitative

services at residential schools. Also provided quality assurance support and follow-up for time study results.

County of San Diego (CA), Health and Human Services Agency

CalWORKs Welfare-to-Work/ Refugee Employment and Child Care Payment Services:

Wrote the standard operating procedures for welfare-to-work (WTW) and refugee employment services (RES). This operation serves nearly 5,000 clients, including 1,700 refugee clients, in the east and south regions of the County. Incorporated procedures from two regional offices and a staff of 100, including 35 subcontracted case managers. Program includes providing employment case management services, job skills training, and supportive services to enable uninterrupted participation in the program.

Oregon Youth Authority (OYA)

Juvenile Justice Title IV-E Feasibility Study:

Conducted a study to determine feasibility of claiming county juvenile department services to Title IV-E foster care federal reimbursement. Analysis included on-site review of five pilot counties. Drafted, reviewed and finalized findings report with OYA, Department of Human Services, and the pilot counties.

Indiana Department of Child Services

Cost Allocation and Time and Effort Reporting:

Provide quality assurance to monthly invoicing process. Conducted peer state research, including data collection and analysis.

State of Washington, Children's Administration (CA)

Title IV-E Waiver:

Assisted CA in the development of a Title IV-E waiver application, helping to define the direction of child welfare programming under a waiver. Partnered with multiple child welfare stakeholders around the state to assess benefits to children and families and to weigh waiver alternatives. Conducted analysis of program options in respect to waiver goals and anticipated program outcomes, as well as financial analysis and caseload projections under a potential waiver. After ACF's approval of the application, assisted CA in drafting and submitting the initial design and implementation report of the waiver demonstration project.

State of Illinois Division of Rehabilitation Services (DRS)

Secondary Transitional Education Program (STEP) Rate Study:

Completed a study to analyze the rates paid by DRS for STEP vocational services for adolescents. Collected and analyzed cost and service information from a sample of school districts and other entities providing STEP services. Managed technical assistance hotline for providers during the cost reporting process. Developed rate structure recommendations for DRS.

Commonwealth of Massachusetts, Department of Children and Families (DCF)

Title IV-E Revenue Maximization Project:

Completed reviews of cases previously deemed ineligible for Title IV-E funds by conducting an analysis of information stored in the MA SACWIS system, including child information and court orders. Researched DCF consumer case records and verified consumer asset/income data via the Department of Transitional Assistance MMIS and Beacon systems.

Title IV-E Audit Preparation:

Assisted DCF in preparing for an upcoming ACF audit. Assistance included quality assurance activities, document collection and document organization.

Commonwealth of Massachusetts, Department of Early Education and Care
Title IV-E Child Care Claiming Project:

Assisted in identifying Title IV-E claiming opportunities within state funded child care services. Tasks included reviewing state subsidized child care services data, identifying services provided to eligible children in the foster care system through data matches against the state eligibility rolls and claiming Title IV-E match for eligible services.

Commonwealth of Massachusetts, Department of Children and Families

Medicaid Residential Rehabilitation Option, Targeted Case Management and Title IV-E Rate Setting:

Conducted provider time study trainings to develop final and provisional Title XIX Residential Rehabilitation Option, Targeted Case Management and Title IV-E rates for services provided in residential facilities.

EDUCATION

Colby College
Bachelor of Arts

STEPHEN GOLDSMITH
Managing Director
Huron Consulting Group, Inc.

PROFESSIONAL EXPERIENCE

Steve has had a distinguished career in politics, public policy, and academe. He was the two-term mayor (1992-99) of Indianapolis, the 12th largest city in the United States, and served as Deputy Mayor for Operations in New York City. He is currently the Daniel Paul Professor of Government and the Director of the Innovations in American Government Program at Harvard University's Kennedy School of Government.

As Mayor of Indianapolis, Steve reduced government spending, cut the city's bureaucracy, held the line on taxes, eliminated counterproductive regulations, and invested more than \$1 billion in infrastructure, including a transformation of downtown Indianapolis that has been held up as a national model.

As mayor he conducted more than eighty public-private competitions, which resulted in savings of more than \$400 million. The Wall Street Journal has called Mayor Goldsmith a "pioneering privatizer of city services."

In New York City in 2010-11, Steve's leadership produced reforms in sanitation collection and disposal, energy, shared services, technology, and other efficiency initiatives.

He currently provides financial and strategic advice to companies and state and local governments with regard to public-private partnerships.

Steve has frequently testified or presented to national and state commissions and Governors' and Mayors' Cabinets on innovation, efficiency and privatization. He was chief domestic policy advisor to the George W. Bush presidential campaign in 2000. He also served as Chairman of the Corporation for National and Community Service for Presidents Bush and Obama. Steve is the author of several books on cities and is frequently published in such publications as the Wall Street Journal and New York Times.

PROFESSIONAL ORGANIZATIONAL ASSOCIATIONS

- Board of Directors: Finish Line Corporation
- Senior Strategic Advisor to McKenna Long & Aldridge LLP for its Municipal Restructuring and Public-Private Partnerships practices
- Partner, Knowledge Universe
- Managing Director, CapitalSource Infrastructure and Development

PUBLICATIONS

- Governing by Network: The New Shape of the Public Sector
- The Twenty-First Century City: Resurrecting Urban America
- The Power of Social Innovation

EDUCATION

Walbash College

A.B. 1968

Honorary Doctor of Laws, 1993

University of Michigan

J.D. with Honors, 1971

Associate Editor, University of Michigan

Law Review

DAVID PROPEN**Associate****Huron Consulting Group, Inc.**

David (or Dave) focuses on assisting clients in the public and higher education sectors. Dave has extensive experience in the automation and digitization of data capture processes from system design and development to implementation and support. Dave has a background in applied economics and experience managing projects across multiple sectors and providing clients with insights through data analytics.

PROFESSIONAL EXPERIENCE

Dave has managed multiple projects over the past several years. He has supported collaborative software solutions at ivy league institutions and overseen budgets, timelines, and resources for multiple post implementation service engagements.

Dave has also designed, developed, and implemented collaborate software systems at universities, public research and teaching institutions, medical schools, research hospitals, and multiple major health care systems across the U.S. He has worked with a range of stakeholders including research administrators, compliance offices, and client technical resources to customize software systems based on customers' unique processes, workflows, and data and reporting needs.

Representative recent examples of Dave's consulting engagement experience include:

Huron Click

- Extensive experience in the automation and digitization of data capture processes including the implementation of "Smart" forms to provide for improved data – capture and -quality, and scheduled

background operations to allow for the automation of repeatable processes.

- Trained developers and technical resources, across clients, on software system configuration, Jscript (JS) coding, and system maintenance. Provided on-site training and led remote mentoring sessions.
- Led technical development of Conflict of Interest (COI) modules and served on development teams.

Public Sector

- Worked with Police Department officials of major Midwestern City to determine availability of overtime, arrest, and payroll data. Developed data request to allow for analysis to identify areas in which process improvement could reduce administrative type overtime costs.
- Worked with City officials and interviewed stakeholders from Midwestern County to assess data -availability, -quality, -format, -sharing, and -readiness as well as the operational impact that interventions at various decision points, e.g. pre-arrest issues and pre-trial release decisions, could have upon the necessary capacity at a planned Justice Complex and to reduce the number of low-risk incarcerations, thereby achieving significant cost reductions.

Prior to joining Huron, Dave conducted applied economics research at the University of Vermont.

Research and Analysis

- Focused on research, statistical analysis, database management, and the writing of peer-reviewed publications. Designed, developed, and implemented longitudinal panel survey.
- Conducted qualitative and quantitative data collection and analysis. Developed, econometric models estimated using

regression techniques, utilizing IBM's SPSS software and LIMDEP Econometric Software.

EDUCATION

University of Vermont

M.S. Applied Economics, 2008-2010

Lehigh University

B.A. Economics, English, 2002-2006

MIKE NADER

Director

Huron Consulting Group, Inc.

PROFESSIONAL EXPERIENCE

Mike's professional experience is varied, incorporating professional services, sales, education, and development. Mike's relevant work experience includes:

- Senior Manager, Business Intelligence – Ernst & Young
- Global Domain Lead, Business Intelligence & Analytics - Oracle Corporation
- Principal Product Manager (software development) - Hyperion Solutions
- Senior Manager Curriculum Development, Lead Technical Instructor & Course Developer - Hyperion Solutions

SELECT ENGAGEMENTS

- Cost allocation system design and implementation lead for national logistics firm
- Technical design and quality assurance lead for daily, three-year revenue

forecasting model for international logistics and distribution company

- Engagement lead operational and KPI data visualization for international media and entertainment corporation
- Design and implementation lead for a leading health care provider and insurer on IT standardization, business intelligence strategy
- Lead architect HR analytics/BI deployment for national energy provider
- Architect/implementation team lead system integration efforts around planning, consolidation, and analytics world-wide CPG organization
- Architect International auto-manufacturer close and GL reporting
- Lead architect industrial manufacturer OLAP migration
- Designed and built prototype product line and UPC profitability analysis application, national retail grocery store chain
- Designed and built prototype cell tower traffic business intelligence system for network optimization

PUBLICATIONS

- Oracle Essbase & Oracle OLAP: The Guide to Oracle's Multidimensional Solution - Oracle Press
- Developing Essbase Applications: Advanced Techniques for Finance and IT Professionals – CRC Press

SPEAKING ENGAGEMENTS

- ODTUG (Kaleidoscope) – 10 presentations
- Collaborate – 2 presentations
- Oracle Open World – 6 presentations
- Solutions – 20 presentations

- Connection Point – 1 presentation

EDUCATION

St. Cloud State University

Bachelor of Science in English

Licensure/Certification Secondary

Education

Minor in Cultural Anthropology

Summa Cum Laude

NANCY HAMILTON
Manager
Huron Consulting Group, Inc.

PROFESSIONAL EXPERIENCE

Prior to joining Huron, Nancy was a senior consultant and Training Manager for KPI Partners, Inc. In this role, she was responsible for Oracle Business Intelligence training content and delivery for KPI University, KPI's center for education and training. Prior to joining KPI, she was a senior OBIEE consultant and trainer for Velaris Consulting, providing leadership to the BI practice through account and project management and by performing onsite technical consulting and end-user training.

- Oracle Development Tools User Group (ODTUG) 2013, OBIEE hands-on labs (Basic)
- Oracle Development Tools User Group (ODTUG) 2013, OBIEE hands-on labs (Advanced)

EDUCATION

Suffolk University
Bachelor of Science in Business
Administration
Summa Cum Laude, Major: Computer
Information Systems

SELECT ENGAGEMENTS

- Successfully trained hundreds of students from both the public and private sectors in OBIEE 11g, including curriculums in BI Server (metadata), Analysis & Dashboards, BI Publisher and OBI Analytic Applications.
- Developed a series of robust analytical dashboards using OBIEE 11g to monitor and display key performance metrics for the Higher Education community.
- Participated in a strategic BI project using both OBIEE and Interactive Reporting for a Fortune 500 financial organization.
- Designed and developed a Hyperion Intelligence dashboard application for a major federal government agency.

SPEAKING ENGAGEMENTS

JODI HILL**Analyst****Huron Consulting Group, Inc.****PROFESSIONAL EXPERIENCE**

Jodi is a highly motivated professional specializing in Essbase, Business Intelligence and Analytics. Her unique background lays ground for detailed focus on finding solutions to industry problems. Prior to joining Huron, Jodi was serving in the military as a Human Intelligence Specialist. This role required her to create analytics related to personnel and area profiles designated to high priority targeting packets. Jodi worked for a small financial consulting firm specializing in Hyperion products, allowing her detailed experience to Essbase implementations and development.

Representative examples of Jodi's experience include:

- Designed intelligence analytics on area and personnel analysis in support of Operation Enduring Freedom.
- Developed financial analytical tools for a growing veteran focused Non-Profit, focusing on personal level financial management.
- Designed analytic, dimensional data models for large scale retail clients and real-estate practitioners.
- Implemented hybrid aggregation on BSO cubes to increase performance.

SELECT ENGAGEMENTS

- Architected Internal staffing and forecasting Essbase cube.
- Designed a Human Resources ASO cube specializing in payroll and staffing analytics.

- Created financial ASO cube for a growing real-estate firm.
- Developed an ASO cube to showcase pricing trends across multiple communities and regions.
- Designed an archived BSO cube to hold decades worth of financial data and analytics for a large retail chain.
- Improved calculation scripts, outlines, and rule files to generate a more sufficient optimization of reporting and analytic cubes.

EDUCATION***University of Illinois***

Bachelor of Science in Accounting and Finance

Certification in Persian-Farsi, Defense Language Institute, Monterey.

RICHARD P. BARTH, Ph.D.
SUBJECT MATTER EXPERT

PROFESSIONAL EXPERIENCE

2006-Present: Dean and Professor, School of Social Work, University of Maryland, Baltimore

1998-2006: Frank A. Daniels Distinguished Professor for Human Services Policy Information, School of Social Work, University of North Carolina at Chapel Hill

1992-1998: Hutto-Patterson Professor of Child and Family Studies, School of Social Work, University of California at Berkeley

1992-1992: Acting Dean, School of Social Welfare, University of California at Berkeley

1991-1998: Professor, School of Social Welfare, University of California at Berkeley

1986-1990: Associate Professor, School of Social Welfare, University of California at Berkeley

1982-1986: Assistant Professor, School of Social Work, University of California at Berkeley

1981-1982: Coordinator, Social Work Research Program, Child Development and Mental Retardation Center, and Teaching Associate, School of Social Work, University of Washington, Seattle

1980-1981: Social Worker, Hillcrest Mental Health Center, San Mateo County Department of Mental Health, Belmont, California

1977-1979: Family Consultant, Learning House, Palo Alto, California

1975-1977: Educational Therapist, Switzer Center for Educational Therapy, Torrance, California

1972-1974: Child Therapy Assistance, Dvsfunctioning Child Center, Michael Reese Medical Center, Chicago, Illinois

RESEARCH POSITIONS

Principal Investigator, "Common Elements in Social Work Practice and Education", Annie E. Casey Foundation, 2008-2010.

Principal Investigator, "Home studies in Child Specific Recruitment: Functions and Performance," Dave Thomas Foundation, 2009-2010.

Principal Investigator, "Parent Child Foster Care Program (PCFC) Implementation Evaluation" Casey Family Services, 2009 to present

Principal Investigator, "Evaluation of Structured Analysis and Family Evaluation (SAFE)", US DHHS, ACYF, 1995-present.

Principal Investigator, "National Study of Child and Adolescent Well-Being." U.S. DHHS, ACYF, 1997-2006

Co-Investigator, "Child and Adolescent Intervention Research Network, NIMH RO1, John Landsverk, PI, 2002-present.

Co-Investigator, "Caring for Children in Child Welfare," NIMH (R01 59672), John Landsverk, PI, 2001-2005.

Principal Investigator, "Providing Evaluation Support to the Casey Family Program," Annie E. Casey Foundation, 1999–2002.

Task Leader, "Child Welfare Services to Children of Color," U.S. DHHS, ACYF, 1999-2000 contract to RTI International.

Principal Investigator, "Evaluating the Teenage Pregnancy Prevention Initiative in North Carolina," North Carolina Department of Health and Human Services, 1998-2001.

Principal Investigator, "Evaluating the IV-E Waiver Demonstration Projects." California Department of Social Services, 1997–1998.

Principal Investigator, "Estimating the Need for a Workload Study of Child Welfare Services in California." California Policy Seminar, 1998-1998.

Principal Investigator, "Analyzing Welfare and Child Welfare Linkages," Smith Richardson Foundation, 1996-1998.

Principal Investigator, "Pathways to Incarceration," U.S. Office of Juvenile Justice and Delinquency Prevention, 1996-1998.

Principal Investigator, "A Children's Services Archive for California," Stuart Foundations and State of California Department of Social Services, 1995-1998.

Principal Investigator, "Performance Indicators for Child Welfare Services," State of California Department of Social Services, Foster Care Policy Bureau, 1995-1998.

Principal Investigator, "Evaluation of Community Empowerment Projects," State of California, Department of Social

Services, Office of Child Abuse Prevention, 1994-1997.

Principal Investigator, "Child Welfare Services For Very Young Children," David and Lucille Packard Foundation, 1994-1996.

Principal Investigator, "Education Now and Babies Later (ENABL) Evaluation," State of California, Office of Family Planning, 1992-1996.

Co-Investigator, "Perinatal Needs Assessment," State of California, Office of Alcohol and Drug Programs, 1992-1994.
Principal Investigator, "Evaluation of Child Abuse and Substance Abuse," Interdisciplinary Training California State University at Fresno, NCCAN, CDSS, 1992-present.

Principal Investigator, "National Resource Center on Abandoned Infants Assistance," U.S. DHHS, Office of Human Development Services, Administration on Children, Youth and Families, 1991-present.

Co-Principal Investigator, "Child Welfare Research Center," U.S. DHHS, Office of Human Development Services,
Administration on Children, Youth and Families, 1990-present.

Principal Investigator, "Evaluation of Respite Care Training Project," U.S. DHHS, Office of Human Development Services, Administration on Children, Youth and Families, 1990-present.

Principal Investigator, "Budget Allocation Methods for Child Welfare Services," State of California, Department of Social Services, 1992-1994.

Principal Investigator, "Pathways Into Foster and Group Care," State of California. Department of Social Services, 1991-1992.

Investigator, "Evaluating a Residential Program for Substance-Affected Mothers and Children," Women's Alcoholism Center, San Francisco, 1990-1992.

Principal Investigator, "U.C. Berkeley Study of Services for Drug- and AIDS-Affected Families." Zellerbach Family Fund and Wallace and Alexander Gerbode Foundation, 1989-1991.

Principal Investigator, "Five-Year Strategic Plan for Child Welfare Services." Child Welfare League of America, 1989-1990, California State Department of Social Services, 1990-1991.

Principal Investigator, "Improving Social Services to Children with Pediatric AIDS." Office of Human Development Services, Administration of Children Youth, and Families, 1988-1991.

Principal Investigator, "Evaluating a Pregnancy Prevention Program for the High Schools." William & Flora Hewlett Foundation, 1987-1990.

Principal Investigator, "Evaluating Child Welfare Training in California." State of California, Family and Children's Services Policy Bureau, 1989.

Principal Investigator, "Evaluating School-Based Child Abuse Prevention Programs in California." State of California, Office of Child Abuse Prevention, 1987-1989.

Co-Principal Investigator, "Coordinating Interagency Response to Child Sexual Abuse." Office of Human Development Services. National Center on Child Abuse and Neglect, 1985-1987.

Principal Investigator, "Evaluating Services to Seriously Emotionally Disturbed Children," Edgewood Children's Services, San Francisco, CA, 1985-1987.

Investigator, "Preventing Child Abuse and Placement with In-Home Support by Parent and Grandparent Aides," State of California Office of Child Abuse Prevention, 1983-1986; Office of Human Development Services, National Center for Child Abuse and Neglect, 1984-1986.

Investigator, "Improving the Outcomes of Older Child Adoptions," Office of Human Development Services, Administration of Children, Youth, and Families, 1984-1987.

BOOKS

Barth, R. P. (1986). *Social and cognitive treatment of children and adolescents*. San Francisco: Jossey-Bass.

Barth R. P., & Berry, M. (1988). *Adoption and disruption: Rates, risks and resources*. New York: Aldine.

Barth, R. P. (1989). *Reducing the risk: Building skills for pregnancy prevention*. Santa Cruz, CA: Network Publications. (Second edition published in 1993: Expanded and retitled *Reducing the risk: Building skills for pregnancy and HIV prevention*.)

Barth, R. P., & Derezotes, D. S. (1990). *Preventing adolescent abuse: Effective intervention strategies and techniques*. Lexington, MA: Lexington Books.

Barth, R. P., Pietrzak, J., & Ramler, M. (Eds.). (1993). *Families living with drugs and HIV: Intervention and treatment strategies*. New York: Guilford.

Barth, R. P., Berrick, J. D., & Gilbert, N. (Eds.). (1994). *Child welfare research review* (Vol. I). New York: Columbia University Press.

Barth, R. P., Courtney, M., Berrick, J. D., & Albert, V. (1994). *Pathways through child welfare services: From child abuse to permanency planning*. New York: Aldine De Gruyter.

Berrick, J. D., Barth, R. P., & Gilbert, N. (Eds.). (1996). *Child welfare research review* (Vol. II). New York: Columbia University Press.

Berrick, J. D., Needell, B., Barth, R. P., & Jonson-Reid, M. (1998). *The tender years: Toward developmentally-sensitive child welfare services*. New York: Oxford.

Barth, R. P., Brodzinsky, D., & Freundlich, M. (Eds.). (2000). *Adoption and prenatal drug exposure: The research, policy and practice challenges*. Washington, DC: Child Welfare League of America.

Pecora, P. J., Whittaker, J. K., Maluccio, A. N., & Barth, R. P. (1992, 2000). *Child welfare challenge* (1st, 2nd, 3rd Editions). New York: Aldine De Gruyter/Transaction.

Wulczyn, F., Barth, R.P., Yuan, Y.Y., Jones-Harden, B. & Landsverk, J. (2005). *Evidence for child welfare policy reform*. New York: Transaction De Gruyter.

Fernandez, E., Barth, R.P. Editors (2010) *How does Foster Care Work? International Evidence on Outcomes*, London and Philadelphia: Jessica Kingsley Publishers.

AFFILIATIONS

- American Orthopsychiatric Association
- American Public Health Association
- American Psychological Association (Divisions 5, 37)
- Council on Social Work Education
- National Association of Social Workers
- Society for Social Work and Research

HONORS

- University of California Regents Fellowship, 1979
- Doctor of Philosophy with Distinction, 1982
- Frank R. Breul Memorial Prize from the University of Chicago for excellence in scholarship in child welfare services, 1989
- Lois and Samuel Silberman Fund Senior Faculty Fellow, 1990-1991
- Senior Fulbright Scholar to Sweden, 1990-1992
- John Milner Lecturer, University of Southern California, School of Social Work, 1991
- Fidele Fauri Memorial Lecturer, University of Michigan, School of Social Work, 1995
- Presidential Award for Excellence in Research, National Association of Social Workers, 1998
- Grace Brody Lecturer, Case Western Reserve University, Mandel School of Applied Social Sciences, 2000

- James E. Flynn Prize for Research, University of Southern California, 2005
- Peter Forsythe Child Welfare Leadership Award from the American Public Human Services Association, 2006
- O'Leary Lecturer, Ohio State University, 2007
- American Academy of Social Work and Social Welfare, Founding Board Member, Founding President, 2009-present
- Distinguished Achievement Award, Society for Social Work and Research, 2010
- North American Council for Adoptable Children, Friend of Children Award, 2012

EDUCATION

Brown University

A.B. Psychology 1975

University of California at Berkeley

School of Social Welfare

M.S.W. 1979

University of California at Berkeley

School of Social Welfare

Ph.D., with distinction, 1982

DANIEL NEILL, Ph.D.
SUBJECT MATTER EXPERT

PROFESSIONAL EXPERIENCE

2012-present: Dean's Career Development Professor and Associate Professor of Information Systems, H. John Heinz III College, School of Public Policy and Management, School of Information Systems and Management, Carnegie Mellon University.

2006-2012: Assistant Professor of Information Systems, H. John Heinz College, Carnegie Mellon University.

2006-present: Courtesy Faculty, Machine Learning Department, School of Computer Science, Carnegie Mellon University.

2006-present: Courtesy Faculty, Robotics Institute, School of Computer Science, Carnegie Mellon University.

2007-present: Adjunct Faculty, Department of Biomedical Informatics, School of Medicine, University of Pittsburgh.

PROFESSIONAL ACTIVITIES

Active participant in six large-scale efforts for development and deployment of disease surveillance systems, including the CDC BioSense project, the National Biosurveillance Integration System, the National Retail Data Monitor, and three Canadian disease surveillance projects funded by CRTI (ECADS, ASSET, and Data Fusion).

Established a new PhD program in Machine Learning and Public Policy at Carnegie Mellon University. This joint program between the Machine Learning Department

and Heinz College (School of Public Policy) is the first of its kind. The program will build bridges and encourage collaborations between researchers in machine learning, computer science, public policy, and management. It will also attract and develop a highly competitive group of students with unique skills in developing new machine learning tools and applying them to real-world policy domains.

Developed a new course, "Large Scale Data Analysis for Public Policy," for the Heinz College at Carnegie Mellon University. This master's level course enables students to tackle a wide scope of policy problems using state-of-the-art machine learning methods.

Developed a new course, "Research Seminar in Machine Learning and Policy," for the Heinz College and Machine Learning Department at Carnegie Mellon University. This Ph.D. level seminar prepares students for cutting-edge research at the intersection of machine learning and public policy through in-depth discussion of current research articles, essential topics, and ongoing projects.

Developed a new course series, "Special Topics in Machine Learning and Policy," for the Heinz College and Machine Learning Department at Carnegie Mellon University. Topics covered include Event and Pattern Detection (2010, 2014), Machine Learning for the Developing World (2011), Harnessing the Wisdom of Crowds (2012), and Mining Massive Datasets (2013).

Scientific Program Chair for the *International Society for Disease Surveillance Annual Conference*, Atlanta, GA, December 2011. Also served as track chair (2007), program committee member

(2007-2009), and abstract reviewer (2006-2012) for this conference.

Program committee member for the 23rd AAAI Conference on Artificial Intelligence (2008), 25th International Conference on Machine Learning (2008), BioSecure Workshop (2009), International Symposium on System Informatics and Engineering (2011), IEEE International Conference on Intelligence and Security Informatics (2012-2013), International Health Informatics Conference (2013), and KDD Workshop on Outlier Detection and Description (2013).

Served on National Science Foundation grant review panel (CCF Division), 2009. External reviewer for NIH grant review panel (NIAAA), 2011. Expert panelist for MacArthur Foundation meeting on “Urban Analytics and Neighborhood Health”, Chicago, IL, May 2012. Expert panelist for National Science Foundation subcommittee on youth violence, Washington, DC, February 2013. “Artificial Intelligence and Health” Department Editor (2011-present) and Associate Editor (2013-present) for *IEEE Intelligent Systems*. Section editor for *Handbook of Scan Statistics*, to be published by Springer in 2015.

Journal paper reviews for *Machine Learning*, *Applied Mathematical Modelling*, *IEEE Transactions on Evolutionary Computation*, *IEEE Transactions on Knowledge and Data Engineering*, *ACM Transactions on Knowledge Discovery in Data*, *Information Systems Research*, *PLoS Medicine*, *Management Science*, *Statistics in Medicine*, *Knowledge and Information Systems*, *Journal of Machine Learning Research*, *Artificial Intelligence and Law*, *PLoS Computational Biology*, *Theoretical Population Biology*, *Journal of the American Statistical Association*, *Environmetrics*, *Biometrics*, *International*

Journal of Health Geographics, *Geoinformatica*, *IEEE Transactions on Pattern Analysis and Machine Intelligence*, *ACM Transactions on Sensor Networks*, *Computational Statistics and Data Analysis*, *Scandinavian Journal of Statistics*, *Environmental and Ecological Statistics*, and *Systems, Man, and Cybernetics B*.

Conference paper reviews for *Neural Information Processing Systems* (2006), *American Medical Informatics Association Annual Symposium* (2007), 23rd AAAI Conference on Artificial Intelligence (2008), 25th International Conference on Machine Learning (2008), 14th International Conference on Artificial Intelligence and Statistics (2011), IEEE International Conference on Intelligence and Security Informatics (2012-2013), KDD Workshop on Outlier Detection and Description (2013), and World Wide Web Conference (2014).

Service on Carnegie Mellon committees: Heinz Scientific Computing Committee, Heinz Information Systems Management Faculty Hiring Committee, Heinz Ph.D. Committee. Program director, Joint Ph.D. Program in Machine Learning and Public Policy. Director, Event and Pattern Detection Laboratory. Faculty search chair, tenure-track position in societal-scale data analysis, CMU Heinz College (2012). Co-organizer of Heinz College Faculty Research Seminars (2011-2012). Co-organizer of CMU workshop (2012) and seminar series (2013-2014) on Machine Learning and Social Sciences. Member of committee for developing the Policy Analytics track of CMU’s M.S. program in Public Policy and Management (2013).

Member of Sigma Xi, American Statistical Association, International Institute of

Forecasters, and International Society for Disease Surveillance (ISDS). Currently serving on the ISDS Advisory Group, formed to advise the ISDS Board of Directors on the Society's mission, strategic plan, and activities.

RECENT AWARDS AND HONORS

Named one of the "top ten artificial intelligence researchers to watch" by *IEEE Intelligent Systems* ("AI's 10 to Watch", Jan/Feb 2011).

NSF CAREER Award, 2010.

"Best Research Presentation" award, *National Syndromic Surveillance Conference*, 2005.

NSF Graduate Research Fellowship, 2002-2005.

Winston Churchill Scholarship, 2001-2002.

Barry M. Goldwater Scholarship, 1999-2001.

Two time winner of Mathematical Contest in Modeling, 2000 and 2001.

EDUCATION

Carnegie Mellon University

Ph.D. Computer Science 2006

Thesis: "Detection of Spatial and Spatio-Temporal Clusters"

Carnegie Mellon University

M.S. Computer Science 2004

Cambridge University

M. Phil. Computer Science 2002

Thesis: "Fully Automatic Word Sense Induction by Semantic Clustering"

Duke University

B.S.E. Electrical Engineering/Computer Science 2001

Summa Cum Laude, 1st in class, highest distinction

Thesis: "Optimality Under Noise"

COUNTY OF ALLEGHENY

M/W/DBE PARTICIPATION STATEMENT

Failure to complete this form and submit it with your contract may cause delays in processing

SOLICITATION AND COMMITMENT

MINORITY, WOMEN AND DISADVANTAGED BUSINESS ENTERPRISES

FISCAL YEAR/PERIOD	NAME OF PROVIDER	ADDRESS	PHONE NUMBER
2013-2014	Marion Edwards & Associates, Inc.	148 State Street, 10 th Floor, Boston, MA 02109	617-717-1271

List below ALL M/W/DBE's that were solicited – whether or not commitment was obtained – Copy this form as necessary

MBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> CERTIFIED BY: PA Bureau of Small Business Opportunities COMPANY NAME Marion Edwards & Associates, Inc. ADDRESS 148 State Street, 10th Floor, Boston, MA 02109 CONTACT PERSON/PHONE 617-717-1271 EMAIL ethurman@meainc.us.com	TYPES OF SUBCONTRACT WORK OR MATERIALS Administrative services and staffing	DATE SOLICITED 4/14/2014 SOLICITATION METHOD Direct solicitation (previous relationship) QUOTE RECEIVED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	COMMITMENT MADE <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (IF YES GIVE DATE) MO 4 DAY 14 YR 14 AMOUNT COMMITTED \$75,000 % OF TOTAL BID 9.6%	GIVE REASON(S) IF NO COMMITMENT MADE
MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE <input type="checkbox"/> CERTIFIED BY: COMPANY NAME ADDRESS CONTACT PERSON/PHONE EMAIL	TYPES OF SUBCONTRACT WORK OR MATERIALS	DATE SOLICITED SOLICITATION METHOD QUOTE RECEIVED <input type="checkbox"/> YES <input type="checkbox"/> NO	COMMITMENT MADE <input type="checkbox"/> YES <input type="checkbox"/> NO (IF YES GIVE DATE) MO DAY YR AMOUNT COMMITTED \$ % OF TOTAL BID	GIVE REASON(S) IF NO COMMITMENT MADE
MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE <input type="checkbox"/> CERTIFIED BY: COMPANY NAME ADDRESS CONTACT PERSON/PHONE EMAIL	TYPES OF SUBCONTRACT WORK OR MATERIALS	DATE SOLICITED SOLICITATION METHOD QUOTE RECEIVED <input type="checkbox"/> YES <input type="checkbox"/> NO	COMMITMENT MADE <input type="checkbox"/> YES <input type="checkbox"/> NO (IF YES GIVE DATE) MO DAY YR AMOUNT COMMITTED \$ % OF TOTAL BID	GIVE REASON(S) IF NO COMMITMENT MADE

Prepared By: Stephen Skinner

Title: Director

Date: 4.16.2014

Signature:

